

MAY 18 1931

# Sales Management

The Weekly Magazine for Marketing Executives



Daniel K. Steele  
*Vice-president and general manager,  
Wilson Brothers, Chicago*

Why Wilson Brothers Dropped  
Its Retail Chain

---

Parasitic Products that  
Swallow Up Profits

MAKE IT  
A PARTY  
TO BE  
REMEMBERED

"YES SIR!  
at your Service"

Let me see  
... I need

## DENNISON DISPLAY SERVICE PROVES DEALER WILL PAY

Here's a monthly dealer display service so soundly and unselfishly planned...

So interesting in idea and novel in execution (combining roto-plus-litho and other unusual techniques)...

And so closely following the store's merchandising plan that dealers are only too glad to pay!... Call in Einson-Freeman, pioneers of cooperative display, to discuss its possibilities for YOU.



### Dennison Manufacturing Co.

WORKS AT  
FRAMINGHAM, MASS.

ESTABLISHED  
1888

FRAMINGHAM, MASS. March 27, 1931

Einson-Freeman Co. Inc.  
Starr & Borden Avenues  
Long Island City, N.Y.

Gentlemen:

In working with us on our 1931 Dealer Display Service, as well as on our regular window and counter displays, we have always found you to possess an unusually intelligent understanding of dealer needs and problems.

It is surely an asset for a concern like yours to be able to supplement its production facilities with merchandising experience of such a substantial character.

Very truly yours,

DENNISON MANUFACTURING CO.

*Charles W. Wright*  
Sales Promotion Manager

## EINSON-FREEMAN CO., INC.

LITHOGRAPHERS

STARR & BORDEN AVES., LONG ISLAND CITY, N.Y.

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MANUFACTURING PLANT

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Inventors and Manufacturers of the Einson-Freeman Patented Double Tier Container  
Licensees for Canada—Somerville Paper Boxes, Ltd., London, Ontario, Canada



# To an Executive who has earned \$6,000 a year

**A**LONG the route of a business career, nearly all men get stalled temporarily at some point.

After going ahead nicely for a few years, passing milestone after milestone of salary increases, they suddenly find themselves "brought up with a short turn."

For most men, this occurs at about the \$100-a-week or the \$6,000-a-year mark.

What is there about round figures like these that buffalo good men and stops them from going on and up?

Two types of men can answer that question.

One type might say: "Six thousand a year is my goal. It's a good income—much better than average. I'm satisfied."

The second type will answer: "Two years at the same salary! Me! That will never do. I've run myself out of gas, and now I'm due to get the tank filled. It simply takes *more power* to go on from here."

If you are one of the latter type, this page is addressed to you. What will give you the added power to go forward?

More knowledge? Yes—but not mere *volume* of knowledge. You might easily spend years increasing your store of knowledge, yet not affect your income in the slightest.

What you need is a *definite kind* of knowledge that will help you to meet conditions as they are today. Business today is entirely different from business ten, or even five, years ago. The old rules no longer work.

To progress beyond the \$6,000 mark you *must know the new rules*. No matter what your job, you must have an understanding of the new influences that are at work everywhere. There is a new sales strategy, there are new production methods,

a new export situation, new methods of determining security prices, a wave toward big consolidations—in short, a new era of business.

## *How can you get this new equipment?*

Many men in precisely this situation are finding the answer to their prob-

## WARNING

*The next 5 years offer more opportunity for profit—and more danger—than any similar period in a generation*

lems in the Alexander Hamilton Institute's new Course and Service. This Course, new from start to finish—so new, in fact, that the latter part is barely off the press—is abreast of modern business down to its final detail.

In order to make the Course as sound as it is up-to-date, we have enlisted today's foremost leaders in many fields of business as contributors. Among them are:

ALFRED P. SLOAN, JR., *President*, General Motors Corp.; FREDERICK H. ECKER, *President*, Metropolitan Life Insurance Company; HON. WILL H. HAYS, *President*, Motion Picture Producers and Distributors of America; DR. JULIUS KLEIN, *The Assistant Secretary*, U. S.

Department of Commerce; DAVID SARNOFF, *President*, Radio Corporation of America. And many others.

Can any ambitious man fail to get something of value from contact with minds like these? Here are a few examples, selected from many hundreds, showing how this organized knowledge is translated into added earning power:

CASE 1. Works Engineer, salary \$6,000; now Vice-President and General Manager, salary \$18,000.

CASE 2. Local Manager at \$5,200; now Regional Manager, salary \$15,000.

CASE 3. Production Manager, salary \$6,000; now President, salary \$21,600.

## *We invite you to send for the facts*

The facts are contained in a booklet entitled "What an Executive Should Know."

It should be read by every man who is near that hazardous stage where men either stop or go on up, according to their own decisions.

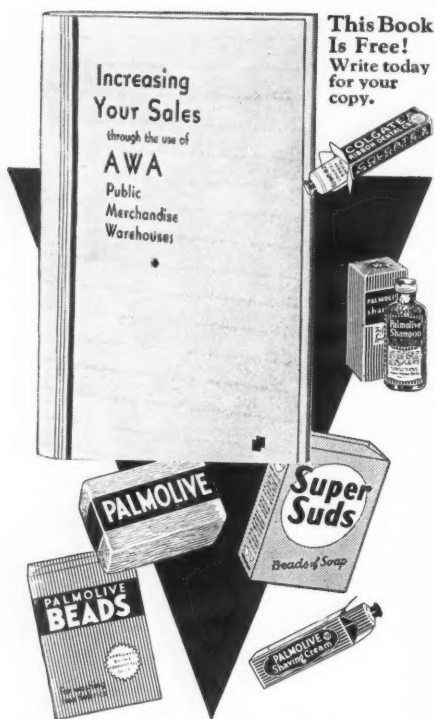
This booklet is well worth half an hour of your time. Many men have said that in 30 minutes it gave them a clearer picture of their business future than they ever had before. It discusses *your* next five years in business clearly and helpfully. It contains the condensed results of 20 years' experience in helping men to forge ahead financially. It is interesting from the first page to the last.

This booklet costs nothing. Send for it.

To the Alexander Hamilton Institute, 458 Astor Place, New York City. (In Canada, address Alexander Hamilton Institute, Ltd., C. P. R. Building, Toronto.)

Send me "What an Executive Should Know," which I may keep without charge.

NAME.....  
BUSINESS ADDRESS.....  
BUSINESS POSITION.....



This Book  
Is Free!  
Write today  
for your  
copy.

## The A.W.A. Can Be Your Branch House in 189 Cities

WOULD you like to increase your sales, improve service to your customers and at the same time cut your distribution costs? Read what G. W. Horstmann, of the Colgate-Palmolive-Peet Company, says about public warehouses in distribution:

"We have been using public warehouses for a great many years in the distribution of our products. The service available through these institutions, organized on the proper basis, would be very difficult to duplicate where goods are distributed in a national way. Except in the larger cities, the volume as a rule does not justify the development of a separate organization by a Corporation to handle the service; and there is no other way I know of that this work could be carried on as economically or as efficiently as through public warehouses.

"We have also effected economies by shipping cars into these locations and distributing in smaller lots. To any firm whose sales policy requires service with the utmost of economy, I could not think of any better place through which to operate than the up-to-date, efficiently-operated, commercial warehouses.

"This method is flexible, serving in large or small quantities with equal efficiency and economy."

A full description of the AWA Plan of Distribution (as used by Colgate-Palmolive-Peet and other famous national concerns) is given in our 32-page booklet, sent free on request. Write today for your copy.



**AMERICAN  
WAREHOUSEMEN'S  
ASSOCIATION**

1884 Adams-Franklin Bldg., Chicago, Ill.

# Survey of Surveys

BY WALTER MANN

## Dodge Reports on Four Mail Surveys

The F. W. Dodge Corporation, makers of Dodge Reports on the building industry, wanted to find out (by mail and by personal interviews of their reporters—which is we believe the proper method) how home builders react to the direct mail matter they receive during the home building process.

Hence they mailed out 3,750 questionnaires to persons named on Dodge Reports, who had awarded contracts for house construction from January to August, 1930. They got a 12 per cent return (452 replies) from thirty-four out of the thirty-seven (eastern?) states to such questions as:

*Did you go over this (direct mail) material carefully or hastily?* The responses to this question, broken down into house price groups (\$0 to \$10,000; \$10,001 to \$25,000; \$25,001 and over), showed that more than 50 per cent of the responders (over 60 per cent in the two lower priced home brackets) had gone over it carefully.

*What proportion of the material was helpful?* Forty-five and five-tenths per cent (under \$10,000), 30.4 per cent (\$10,001 to \$25,000), and 23 per cent (\$25,001 and up), said that more than half of the information received was helpful.

*Have you ever requested by post card, letter or 'phone further information on any of the cities featured in the material you received?* Fifty per cent (under \$10,000), 41.3 per cent (\$10,001 to \$25,000), and 47.6 per cent (\$25,001 and up), said "yes."

*Did you decide to use any of the items described in such literature?* Fifty per cent (under \$10,000), 54.8 per cent (\$10,001 to \$25,000), and 53.8 per cent (\$25,001 and up), said "yes."

*Did you purchase any of the items described in this literature which you might not have otherwise purchased?* Fourteen and eight-tenths per cent (under \$10,000), 39.4 per cent (\$10,001 to \$25,000), and 31 per cent (\$25,001 and up), said "yes."

*Do you plan to purchase any other item described in the literature you have received?* Forty-three and seven-tenths per cent (under \$10,000), 66.6 per cent (\$10,001 to \$25,000), and 77.2 per cent (\$25,001 and up), said "yes."

*Have you put away, for future reference, any of this literature thinking you may buy the material or equipment described in it?* Sixty-one and five-tenths per cent (under \$10,000), 54.8 per cent (\$10,001 to \$25,000), and 45 per cent (\$25,001 and up), said "yes."

These are interesting figures substantiating the age-old claim that people do buy from and save direct mail literature, especially during the period in which they are contemplating building or are actually building houses.

A long list of products asked for and used accompanies this report. Attached also are three types of sample questionnaires varying somewhat in the character of questions asked.

Why there should have been four different questionnaires to answer seven questions is not explained. And why other equally interesting questions found in these three questionnaires were not included in the tabulations is also a mystery. Probably to give us something more to write to them about after having read these first interesting and valuable facts. However—the report is well worth seeing and tracking down—through F. W. Dodge Corporation, 119 West Fortieth Street, New York City.

## San Francisco Call-Bulletin 1931 Analysis

The San Francisco *Call-Bulletin*, which in 1929 combined the seventy-three-year-old *Call* with the seventy-four-year-old *Bulletin*, has just put out a handsome eight and a half by eleven inch embossed leather covered, eighty-page brochure described as the "1931 Newspaper and Market Analysis of San Francisco and Northern California."

The 634,394 people who live in the forty-two square miles comprising the city (and county) of San Francisco (says this brochure) make this the most highly concentrated market in western America—with 15,000 persons per square mile. It is the second seaport in America and is recognized as the principal port of call of 181 steamship lines. Its shipping is fourth in dollar volume in the United States. It is the third largest financial center of this country. And the very wide variance of employment makes for exceptional business stability.

The *Call-Bulletin's* circulation leadership in San Francisco is then the subject of several charts and tables. Its leadership in certain display classifications as recorded from Media Records and other "reliable sources" is also depicted.

A survey involving these salient factors (1) share of each San Francisco newspaper in agate lines, (2) total dollars invested in each San Francisco newspaper, and (3) dollars invested per unit of circulation shows a marked preference for the *Call-Bulletin* (1) in lineage used by leading retail advertisers (nine advertisers used the largest number of lines in the *Call-Bulletin* vs. a total of eight for all other papers), (2) in dollars invested (\$355,677, about twice as much as any other paper), and (3) in investment per unit of circulation (\$2.86 for the *Call-Bulletin* vs. \$1.02 for the *Chronicle*, eighty-one cents for the *News*, seventy-nine cents for the *Examiner*).

Next comes a detailed circulation analysis of what are called the San Francisco, Oakland and San Jose areas—also such market figures as population, number of families, number of retail outlets, bank savings deposits, number of residence telephones (1929), number of wired homes (1926), January to June 1930 passenger car registrations—plus an innovation, i.e., the average percentage of all these factors for each area.

Sources are carefully given—along with rates in agate lines.

(Continued on page 293)



## What's New

Any company that is feeling the temptation to add new products to the line is warned, in the leading article in this issue, that such a move should not be made without plenty of study to determine profit-possibilities on such items. "Parasitic Products that Swallow Up Profits," page 266.

Next week: One subscriber takes vigorous exception to a recent article entitled "The Hazards of Overselling," while another takes a crack at the comments of a New York manufacturer who wrote, in SALES MANAGEMENT, under the head "Why We Discontinued Free Deals and Other Subsidies." Both these replies are thoughtful and helpful.

The highly competitive markets of the present day have focused a great deal of attention on the container as a sales tool. This week we present the interesting story of a new de luxe catsup container. Page 268.

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Published by Sales Management, Inc.,  
420 Lexington Avenue, New York,  
Telephone: Mohawk 4-1760; Chicago,  
333 North Michigan Avenue. Sub-  
scription price, \$4.00 a year, including  
annual Markets and Media Reference  
Number.

# Sales Management

Vol. XXVI. No. 7

May 16, 1931

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## PROGRESS IN WINDOW DISPLAY INSTALLATION



This is a comparatively small business, but one that is steadily forging ahead.

Starting from scratch three years ago, Window Advertising, Inc., now:

1. Has 116 affiliated services.
2. Covers 3,976 towns from coast to coast, most major cities daily—80% of them weekly—the balance bi-monthly or monthly.
3. Serves 29 clients, among whom are such houses as E. R. Squibb & Sons; Bristol-Myers Company; Lehn & Fink, Inc.; R. J. Reynolds Tobacco Company; The J. B. Williams Company; Sinclair Refining Company; E. I. Du Pont De Nemours & Company, Incorporated; Pro-phy-lac-tic Brush Co.; Cudahy Packing Company.

The chief reasons why these manufacturers find it advantageous to place their window display installation work with one central, responsible organization, are:

1. Elimination of detail work.
2. Improvement in character of work.
3. Assistance in planning and merchandising such campaigns.

May we send you further facts regarding the only National Window Display Service available?

Simply sign and return this coupon—no obligation.

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Please tell us more about your work  
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**Window Advertising, Inc.**  
300 Fourth Ave., New York

## Tips

These most valuable booklets of the week will be sent free to executive readers who make a separate request for each one on their business letterheads. Booklets will be mailed by the companies which publish them.

Address **SALES MANAGEMENT, Inc.**, Reader's Service Bureau, 420 Lexington Avenue, New York.

### Markets and Media

*A Self-Analysis of Marketing of Re-Sale Products.* The marketing man, sincerely interested in taking stock of his methods, results and potentialities, will get hold of this questionnaire and a pencil, and do some serious self-analyzing. Freeland, Bates & Lawrence, Inc., have gone to a whale of a lot of trouble, and expended a deal of time and forthright intelligence on devising this brace of questions. Its object is eminently constructive, and not in any sense critical.

To give some idea of how the method is pursued, the following questions which appear under the section "Distribution," are set forth. Each of the questions has a group of sub-heads to enable the analyst to answer each fully and in detail.

1. To what classes of outlets do we sell? (Eight types listed.)
2. Do we protect outlets against local competition? (Prevailing methods listed.)
3. In order to obtain or maintain desirable outlets do we make such special arrangements as: (Three listings.)
4. What effect does the geographical location of an outlet have on: (Five sub-heads.)
5. Dealer cooperation: (Seven types.)
6. To what extent do our outlets carry competitive goods?

The sections cover Knowledge of Market, Distribution, Marketing Organization, Sales Control, Advertising and Sales Promotion, Sales Administration, Policies and Practices.

*Standard Market Survey Form of the Bureau of Advertising, A. N. P. A. for Milwaukee, Wisconsin, by the Milwaukee Journal.* Note one: People living in Milwaukee county have an average purchasing power of \$4,500 per family. The economic conditions which induce this high average are reviewed, with data on transportation, industry, employment, finance, building, buying power and welfare.

Retail trade volume, outlets and stock are given, and a Milwaukee retail trading map by counties is included.

*Omaha Retail Market.* The Omaha Bee-News has drawn up a couple of maps of this, the largest retail trading center between Chicago and Denver. The first map indicates by different types of outline the "A. B. C. Suburban Area" vs. the "Actual Suburban Trade Area." Small towns are shown within the radius. The second map shows Omaha and its relation to the midwest sales territory, the Omaha wholesale market, the Omaha retail market and the Lincoln retail market. There is a discussion of the "buying east and selling west" situation which obtains in Omaha, and sixteen pertinent facts about Nebraska.

*The Journal of Minneapolis.* "Who has the money in the northwest, how much of it and where do they live?" This thirty-two-page book, broadside in size and effect, presents first a large colored map of Minneapolis, giving by wards the rental scales by month and the family incomes per year. Real and personal property, commodity purchases, low-priced and high-priced car sales, electricity consumption, etc., are translated into relative purchasing power by colored areas on maps.

*Marketing Research Reference Guide for Manufacturers.* The Indianapolis Chamber of Commerce cooperated with the marketing service division of the United States Department of Commerce to compile a bibliography of various publications of governmental and private research agencies on the subjects of sales methods, sales costs, territorial analysis and sales quota analysis. Though the immediate purpose of the Reference Guide was to apprise Indianapolis business men of the great mass of helpful data available, it is a source-list which will be found valuable by manufacturers, wholesalers and advertising agencies all over the country.



# Significant Trends

*As seen by the editors of Sales Management for the week ending May 16, 1931:*

• • • Only slight gains in trade were noted last week by the mercantile agencies.

• • • Referring to the absence of visible favorable factors, R. G. Dun's review last week said: "As we review periods of reduced business activity in the past, we find statistical evidence and factual data which show that at times when all accepted indicators could be interpreted least favorably from the business point of view, constructive forces and readjustments were in progress, the accumulated force of which, continued over a period of time, eventually wrought the changes most desired by thinking men."

• • • Wholesale orders last week remained substantially above the level of last year, according to Credit Clearing House inquiries, but fell below those of the preceding week.

• • • Average price of commodities tumbled more than ten points last week, the Irving Fisher index number reaching 72 compared with 73.1 the week before.

• • • Government estimates of a 652,902,000 bushel winter wheat crop, in spite of diminished acreage, is regarded as a favorable item of news.

• • • General Motors' sales to consumers in April numbered 135,663 cars, 34 per cent more than in March. In April last year the total, 142,004, was only 15 per cent more than in March.

• • • General Foods sales and earnings in April showed improvement over those of April, 1930, according to President Chester, in spite of price reductions.

• • • New life insurance written last month amounted to \$1,024,539,000, 14.2 per cent less than in April, 1930.

• • • Canada Dry Ginger Ale announced this week, as part of the aggressive policy begun with the recent price reduction, the introduction of a large, five-glass bottle, presumably to meet the large Hoffman bottle. President Saylor says the steps already taken by the company to promote sales have been highly successful. The public, he declares, is beginning to spend its money again in response to active measures taken to gain business.

• • • Thirty-five chains, exclusive of mail order houses, reported sales in April only 2.06 per cent less than last year's. The mail order houses suffered a decline of 9.74 per cent. It will not be surprising if the May figures show a trend toward larger volume than was reported for the same period in 1930.

• • • Automotive exports in March reached the highest total since June, 1930. The amount, \$19,916,925, was 15.8 per cent more than in February, though still far below the level of 1930.

• • • Slightly better demand for steel from automobile makers and a larger movement of structural steel have

had the effect recently of arresting the declining trend in steel production. Prices, however, remain soft. The loss in United States Steel's unfilled orders at the end of April—97,600 tons—was in line with estimates and the seasonal trend.

• • • Reduction of the New York Federal Reserve Bank's rediscount rate last week from 2 to 1½ per cent, the lowest ever recorded, was variously interpreted. Some thought extremely easy money would stimulate business. Others thought it would help the bond market and facilitate absorption of forthcoming Treasury securities. Still others hoped it would check the unwanted gold drift to this country. Business, unfortunately, is in no present need of large credits.

• • • Food consumption in the United States during 1930 dropped about 4 per cent under that of 1929, according to Department of Agriculture estimates, an indication that hard times affect the food trade in general. Largest decreases were recorded in meats, dairy products and sugar.

• • • The Virginia graduated license tax applying to distributors was upheld last week by a statutory Federal court sitting in Richmond. The law requires a license from every distributing house, the cost of which is measured by the amount of goods passing out from such a house.

• • • The decision was in a suit by Great Atlantic & Pacific Tea seeking to enjoin state officials from collecting a license fee on this basis from the company's warehouse in Richmond serving 190 stores in North Carolina, West Virginia and Tennessee as well as Virginia. The company denied the right of the state to tax a distributing warehouse, part of a retail chain system, as a wholesale distributor. The court held that the warehouse, performing all the functions of a wholesaler, was properly subject to the same tax.

• • • The action of the International Chamber of Commerce last week in adopting carefully guarded resolutions calling for reexamination of tariffs and reparation payments in view of present conditions evoked more sympathetic comment in business and financial circles than among politicians.

• • • Building permits during April in the 561 leading cities covered by the S. W. Straus reports amounted to \$172,346,394, 7 per cent more than in March. A seasonal decline of 2.7 per cent had been expected. Compared with April of last year the decrease was 16 per cent.

• • • Freight car loadings in the week ended May 2 totaled 775,291 cars, an increase over the preceding week of 16,019 cars. The adjusted index, allowing for seasonal gains, however, shows a slight decline.

• • • Copper export prices fell to 9.525 cents a pound this week, the lowest price in the last thirty-seven years.



*Are the purses of your winners  
being eaten up by the slow  
horses in your stable?*

*Photo by Acme*

## Parasitic Products that Swallow Up Profits

**A**ROUND the corner from my boyhood home lived a man who tried to make a living with a stable of race horses. During the years that I knew him he had a number of fast and undeniably profitable horses. The total of his purses was large.

But one day the sheriff came and sold the barn, the horses and the heavily inscribed harness trunks that so touched my boyish fancy. Everyone was surprised,—except perhaps the puritanical ladies who had consistently predicted a "bad end" to anyone who engaged in this sporting business. No one could quite believe that old J. B.'s horses had finally gone under the hammer. They added up the sum of his purses. The total was impressive. "Impossible!" they said, "... unless he's been gambling it away." There they finally left the matter as being solved by the only possible solution.

What these self-appointed analysts of old J. B.'s downfall did not take into account was the fact that for every horse that ever won a purse there were a dozen others in the stable waiting to eat the hay and oats that it bought. The old man had a serious weakness for the accumulation of parasites. He would buy a "white hope" colt, watch its hopes fade, and finally forget it with a philosophical grin. Thereafter the "might have been" settled down to a sheltered and comfortable life, eating as many tons of hay and bushels of oats as any purse-winner. I remember a little bay filly that renounced her illustrious ancestry by turning out to be an awkward creature incapable of much greater speed than a truck horse. But old J. B. kept her eating oats for all of the six years that intervened until the sheriff finally came.

Old J. B. seldom if ever sold a horse. Every mistake that he made, or

that Nature thrust upon him, remained a millstone around his neck as long as the millstone held together.

In examining many a typical business concern there is a striking similarity between old J. B.'s string of horses and the line of products which that company makes and sells. Too often in these days of high cost merchandising we find sorrowful examples of profitable products pouring all their gain into the sustenance of hopelessly parasitic companions.

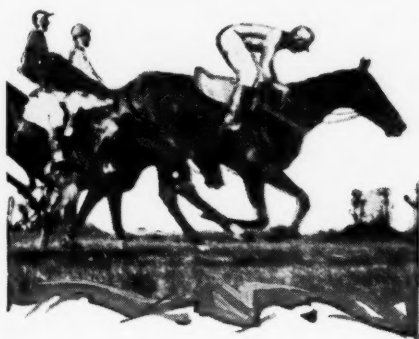
I recently had the opportunity of examining a detailed study of a company whose business is the fabrication of small metal parts. About 75 per cent of the dollar value of its output is in parts for machines and mechanical devices produced by other manufacturers. That part of the business has consistently yielded a reasonably satisfactory profit. Some years ago this company started to manufacture metal specialties to merchandise



Too many companies rush into the production of new products because they can be made profitably, forgetting that they cannot be sold profitably. Such products eat up the earnings of the real profit-making items. Are you fighting against the ravages of one of these parasites in your organization?

BY E. C. HAWLEY

Director of Commercial Research, Armstrong Cork Company,  
Lancaster, Pennsylvania



on its own account. There are now nineteen such specialties and they account for about 25 per cent of the gross sales. Three are sold to the hardware trade, four to gift shops, three to electrical jobbers, two to the textile industry, two more in the tobacco field and the other five to scattered outlets.

Most of these nineteen products are definitely parasitic in spite of the fact that all of them, with the possible exception of three, are outstanding in merit and value. Taken as a group these nineteen products showed in 1929, when a true cost study of the business was finally made, a loss of something over \$80,000, practically wiping out the company's gain from its profitable operations in its major field. The president of the company was astounded by the revelation of these facts. He had consistently blamed the company's bad showing on the general manufacturing end of the business.

The reason—and it is a common one—that the specialty business of this company was unprofitable was that products had been added to the line because they could be *made* profitably, without due regard to the fact that there was little hope to *sell* them profitably. The head of this company shared a very common delusion in thinking that *any* product he could manufacture cheaper and better than someone else *must* be profitable. Unfortunately this is very often not the case.

The tragic part of this particular situation is that this company cannot, without serious consequences, retrace its steps back to its profitable days. The specialty business has required a heavy capital investment. Little of it could be reclaimed. The only hope now is a hard struggle to make the best of a bad situation.

Few firms escape the peril of the parasitic product. There is an undeniable fascination in the creation of a new product and the visualization of the pot of gold at the end of its particular rainbow. This is good. It makes for advancement. Unfortunately, however, the rose-tinted optimism generally persists too long. The new product often becomes a hopeless parasite while its sponsors still regard its costs as an investment in future possibilities. *Business, like war, needs nothing quite so badly as a knowledge of when retreat is sound strategy and the conviction and stamina to put that knowledge into action.*

Another company with which the writer is familiar is a rather important factor in the candy business of a section of the middlewest. The company has earned a satisfactory profit consistently for eighteen years. Some years ago a large wholesale grocer came to this manufacturer and suggested that he make a table syrup to be sold under the jobber's private brand. The candy maker thought well of the idea. He could employ practically the same ingredients he used in making candy. Most of the processing could be done in equipment he already owned.

Some trouble was experienced at the start but the prospects of the business looked so favorable that the candy maker felt justified in hiring a syrup specialist to superintend the development and manufacturing. This quickly led to the "syrup department" with some new machinery and employees. No one worried. Orders were rolling in. At the end of the first year the volume was fully up to expectation.

However, actual costs, particularly overhead, had proved to be higher than anticipated, and the selling price had been forced down. There was little if any profit.

"Now if I had quantity production," the candy manufacturer said, "I could get these costs down and make some money." The opportunity seemed apparent. If his syrup would sell in one territory why wouldn't it sell in another? Forthwith he ordered a new line of labels with his own brand embossed upon it, hired salesmen and expanded the syrup department.

Business came slowly but surely. Every year there was an increase in volume. Like so many business executives the president of this company had his hope kept alive by this increase. He thought that a rising volume line on the sales chart must invariably point to success. Only after seven years did he finally realize that at the rate of increase the business was showing, it would take four more years to make it justify the overhead it demanded, and another ten years of ideal operation to earn back the losses that would be accumulated.

### National Distribution

The above example illustrates the cause of parasitism in many products—over-expansion. Often it is brought about through a not unusual line of thinking which places large sales volume as the panacea for all business ills. Not infrequently the same result is achieved through an unreasoning desire to secure "national distribution." Fortunately for business thinking the pitfalls and false hopes of the national distribution urge are now being brought to light by the business press. More needs to be done. Clear thinking on the subject of "going national" is still too rare.

The above points, while of utmost importance, do not explain what are, perhaps, the outstanding basic reasons why parasitic products are allowed to continue their nefarious existence. An analysis of a large number of typical cases gives rise to the grouping of the major causes into five principal classifications. They are as follows:

1. *Products made from waste, or by-product.* Products of this character are almost invariably initiated and sustained on the theory that any product whose raw material costs nothing, or next to nothing, *must* be profitable.

2. *Products that can be manufactured economically in the manufacturer's existing plants, but which have no relationship to the company's merchandising structure.* This classification catches a great many parasites.

(Continued on page 293)



*No hostess, who is at all fastidious about her service, will stand for a catsup bottle's presence on the table amid her lovely linen and expensive glassware. Hence the introduction of a de luxe container.*

## Catsup, Elegantly Togged, Crashes Society Dinner Table

**A**N outstanding example of the present trend of modern packaging of foods and food products is afforded by the new de luxe table service package for catsup and chili sauce introduced about January 1, this year, by Stokely Brothers & Company, Louisville, Kentucky, who operate nineteen canning and packing plants strategically located throughout the country.

The new package is a clear glass jar, semi-spherical in shape, with band-sealed top, individually wrapped in cellophane. Detailed measurements are: height, two and a half inches; greatest diameter, three and a half inches; opening, two and three-quarter inches; net contents, eleven and a half ounces.

Even more unusual than the design of the container, though, is the fact

that, when the cellophane wrapper and the cap have been removed, the jar bears no label or other advertising matter whatever. It is then just an attractive container such as the most fastidious hostess might purchase herself to grace her table on formal occasions.

Of course there are labels, and they are also unusual, but they are attached to the outside of the wrapper and they come off when it comes off. The cellophane wrapper is sealed at top and bottom with a tinfoil label in blue and gold, the imprint of which is merely, "De Luxe Table Service Package." On the side of the wrapper is another label, in the same colors, in the form of the Stokely trade-mark emblem and identifying the contents. The name and identity of the product are also on the cap, but this is, of

course, removed before the jar is placed on the table.

Still another unusual feature is the fact that the new package does not replace the old—it is an addition to the regular bottle-type package.

There were five definite reasons for designing and introducing this supplementary package, according to executives of the company:

1. The inconvenience of the usual bottle-type package, as indicated by clogged, narrow necks which prevent easy pouring and which often cause overpouring or splashing of clothes and tablecloth when the bottle is shaken vigorously or pounded on the bottom to force out the contents.

2. The belief that many homes use less catsup and chili sauce than they otherwise would because they dislike the appearance of a commercial—and



usually "messy"-looking—bottle on the table.

3. The belief that there was an unfilled demand for a container from which the contents could be taken with a spoon, as indicated by the frequent use of a decorative jar or dish from which catsup was served with a spoon at home.

4. The belief that catsup could be made a profitable specialty if a different and proper container were provided.

5. The advantages of a new and different container from the standpoint of display on dealers' shelves and counters and in their windows.

The selection of the new design was worked out by Stokely Brothers & Company in conjunction with the Gardner Advertising Company, the St. Louis office of which handles the Stokely account. The choice was made as a result of contacts with leading domestic science experts, artists and bottle manufacturers and because of conclusions reached through work done in the agency's own experimental food kitchen.

The package is wrapped in cellophane primarily for the sake of appearance and to provide a place for the labels, but also to preserve the fresh appearance of the container on dealers' shelves. It is said that this package will not soil, even with frequent handling.

It is displayed in dealers' windows and on their counters by means of a three-color display card which shows the actual package and an illustration of how it is used.

The new package was introduced about the first of the year, when the trade was circularized with folders and with letters on four-page letterheads in color, followed up by personal calls of salesmen equipped with portfolio presentations. It was also given space in the company's national magazine advertising and in their radio broadcasts, as well as in trade publications put out by newspapers and magazines.

It is particularly interesting to know that the keynote of the entire promotion is increased consumption—not just a larger share of existing business. Many women object to the inconvenience and unsightly appearance

of the old-style catsup bottle and this means smaller consumption. Others dislike a commercial package on their table and this also reduces consumption. An attractive package which could be displayed to advantage would win favorable attention and would increase consumption, because many women would buy it when they otherwise would not have thought of catsup. The de luxe container could be



When Stokely Brothers found the old-fashioned catsup bottle was being ostracized from "polite society" they designed a new de luxe container to be put on the market in addition to the usual type of bottle. Why they believe the new package will increase consumption rather than steal existing business is told.

BY J. F. KERWIN

featured as a leader to draw attention and not only sell more catsup, but also to promote the sale of associated products displayed with it.

Nevertheless, the thought of catsup, in the mind of many housewives, is inseparable from that of the typical tall, slender bottle, with long, tapering neck, and it might not be easy to switch some of them to the new and radically different style of package immediately. It is said that Stokely's sales of catsup and chili sauce in the

old-style bottles have increased over 300 per cent during the past two years, anyway, so they were doing very well without a stylish new package.

They had no desire to switch customers from the old package to the new. Of course the new package is available to all, but it was introduced to increase consumption on the part of those who found objections to the old one, and not just to be different.

They retain the former package, therefore, and they expect it to continue to sell in satisfactory volume, while they feature the new one as a specialty to win the trade of those who heretofore have been inclined to neglect the product because they found objectionable features in the package.

### \$50 Camera Fosters Home Movie Plan

CHICAGO—What is described as "the biggest advertising campaign ever inaugurated to sell motion picture cameras to the public" is to be announced soon by Stewart-Warner Corporation. The campaign will start about July 1.

In the beginning this campaign, it is understood, will be limited to daily newspapers in the major trading centers and to three of the largest weekly magazines of national circulation. Figures on the total expenditures planned are not available at this time. The Stewart-Warner organization, it is known, has developed a simplified motion picture camera which will sell for \$50 complete. Outlets in the beginning will be through camera and sporting goods stores and department stores. The design of the camera is said to be very smart and in finish no two will be exactly alike. The

company is going to the public with the idea that the motion picture camera is no longer "the rich man's plaything" but, because of low cost and simplified operation, can be bought and operated by anyone. The new instrument will retail complete with a leather-bound case and shoulder carrying strap.

Officials of the company say that the camera was worked out on the "lots of Hollywood" with the cooperation of expert camera men.

Q "Hey, did you want to look at a car?"



Cartoons for the series  
by Emidio Angelo

# Tip-Top Salesmen I Have Met

Part II of an article in six parts\*

BY RAYMOND J. COMYNS  
*Former Director of Sales Training, Alexander Hamilton  
Institute, New York*

MANY salesmen use their telephone approach to size up a prospect and decide whether or not he is worth a personal call, and many sales managers today encourage this. Personally, I believe that, most selling propositions considered, this is fraught with considerable danger and is extremely wasteful of good prospects. I have seen too many unlikely sounding prospects turned into easy and large customers—and too many who seemed likely turn out to be duds. I have never acquired much faith in the average salesman's ability to separate the wheat from the chaff over the phone. And I imagine that this is because I have no faith in my own ability to do so.

Possibly those automobile salesmen who phoned me were so casual merely because they sized me up as not being a worth-while prospect. I cannot see anything in the conversation recorded

\*Part I appeared in SALES MANAGEMENT for May 9, 1931.

to enable them to do that, however. And I know that my own state of mind was one of fear that one of those boys would back me into a corner and sell me a car before I was ready to buy. I suspect that the first one who was a real salesman would have landed me.

That phone call, to my mind, should have run something like this:

"Mr. Comyns, this is the Pevick man. I understand you're in the market for a car. I want you to know what we have. Will you be in your office between ten and eleven tomorrow morning?"

If I answer in the affirmative, the appointment is all set. Suppose, however, I demur—not interested, not a good prospect and so on. Certainly he should have ascertained from my brother-in-law whether or not I was

likely to have the money to pay for a car and, from the description of the old car, should have known how badly I needed a new one. His reply should be:

"That's perfectly all right, Mr. Comyns, I don't care whether you're in the market for a car right now or not. I want you to know about the Pevick anyhow. That will help you when you do buy a car no matter when that is. I'm going to be in your neighborhood tomorrow. Will you be in your office between ten and eleven?"

Notice that the conversation is brought back to a simple yes or no. To make the appointment is made easy; to evade it, slightly difficult. Then when the salesman is face to face with me, his prospect, it ought to be comparatively easy to determine very quickly whether or not I am worth spending a lot of time on. My own instructions to salesmen have always been not to jump to any conclusions from a prospect's attitude over the phone but to accept every appointment



they can get no matter how unpromising it may appear—and to try as hard as they know how to secure the appointment. It has been my experience that many men who put up a strong resistance to seeing a salesman, do so because, consciously or subconsciously, they realize that they are cinches to sell.

In any event, those salesmen must all have died during the winter because none called me in the spring—with one exception. His method was interesting. It was like trying to play a tune on a violin with but one string. Always the same: "Mr. Comyns, why don't you drive your car up to our place some day and let us give you an appraisal on it?"

I promised again and again. Meant to keep the promise too. I was interested in getting a line on the allowance I might expect. He had learned that I frequently drove down to my office. Why not this, then? "Mr. Comyns, did you drive down this morning? Yes? Well, I'll tell you what I'm going to do. I'll drop in there about four-thirty and drive up with you to our place. Then we can give you an appraisal on your car. It won't take but a few minutes." I would gladly have accepted the invitation. If I couldn't have gone that day, I would have been willing to make a definite appointment for another.

### Became Car Hungry

Suddenly, I became car hungry. Out driving with my wife one night I precipitately came to the conclusion that the time had come to trade in the old bus while it was still running. It was pretty bad. On the spur of the moment I pulled into the curb and came to a stop before an automobile agency. I asked the man on the floor if he had a certain model in stock. "No, I haven't," he replied, "but I'll tell you what I'll do. Give me your address and I'll drive over tomorrow at six o'clock and give you a ride in one." Great! I gave him the address. But I'm waiting for him yet—and that was a long time ago.

By that time I was steamed up. That same evening, though it was rather late, I drove down to the place of my "appraisal" hound. I met there one of the few salesmen who came under my observation during this entire car-purchasing experience. The place was closed for the night. The watchman heard me trying the door and before I could climb back into my car he poked his head out and shouted: "Hey! Did you want to look at a car?" My wife and I went in for a look. I learned then, incidentally, that my wife had one test

for a car. She slammed the door. If it sounded like ours—a wee bit tinny—thumbs down. If it had a nice solid sock—O. K. Before we left, that watchman had my name and address.

On the way home we noticed that a showroom for another popular make was open. In we went. And—if there had been one vestige of real salesmanship shown—met our fate. To the car hungry all cars are beautiful—and the one right in front of him that he can stroke lovingly, sit in, is marvelous. And that doesn't apply only to cars, either. We were in a frame of mind to buy a car before we went to bed.

### Sold Ourselves Completely

We petted and caressed that car, climbed into it, went into ecstasies over the dewdabs and decided between the two of us that we couldn't hope to get more for the money. The man who had greeted us when we went in gave us plenty of time to talk it over too. After pointing out the advantages of the car ably enough, and quoting us the price, he romped off to some other people he had there. I imagine that was the reason we happened to find the place open at that hour; and I suppose too that he was in the awkward position of being forced to neglect one prospect to make sure of another.

Finally, I dragged him out on the sidewalk to look at my car at the curb and asked him how much he'd allow me on it. Frankly, I would not have allowed any friend of mine to pay me \$100 for that car. I wouldn't want to stick him that bad. After one brief, disparaging look, "\$100." I protested, but he was obdurate.

"Well," I said finally, "here's my card. If you want to change that offer get in touch with me."

"We won't get in touch with you," he replied. "If you want to do business, get in touch with us." I really wanted to go back inside and play around that car a little more, but I was dismissed.

I am quite sure that he could have sold that car that night by simply turning to me and saying: "Mr. Comyns, what are you trying to do? Buy a new car that is right at a right price or sell an old piece of junk for more than you know its worth? After all, you can only get so much car for your money. That's just common sense. Excess allowance on an old car won't buy materials to put into a new one so that it stands out in its price class. Just come inside again for a moment. I want to show you why you can't afford not to take a fair offer on your old car." He certainly would have

given voice to a thought that was in my own mind even as I was protesting. And he would have had me right beside that almost irresistible car once again. You never saw anyone so glum and disappointed as my wife as we drove away.

The next day my "appraisal" man called up. "I hear you were over to the place last night." Darned good watchman, that. "Why don't you drive over again tonight—say about eight o'clock?" I wondered as he spoke why he didn't propose driving over for me. It was the same distance in either direction, surely. But I was not only car hungry but car anxious by that time so I agreed and I went—stopping in three or four places before I reached his. And in not one of those places, after answering my questions and giving me prices—I did not ask about allowances on the old car—was the salesman sufficiently interested to get my address. Certainly, automobile salesmen have a great advantage which they often fail to recognize. Everybody wants a car and everybody wants a new car. They don't have the job of creating a desire inherent in other types of specialty selling. But automobile prospects cannot be so plentiful, even at that, as to justify letting one get away so that he never can be found again.

### Business of Bargaining

Eventually, I reached my appointment. We took a ride in the car, thoroughly satisfactory in every way. When we got back, standing on the sidewalk, I said: "Well, there's my old car. What will you give me for it?"

"Hundred and twenty-five dollars." I squawked—long and loud.

"Well, we might go a hundred and fifty," he weakened.

Again I squawked.

He looked at me curiously. "What did you expect to get for it?" he asked.

Business of indignant vehemence "At least two hundred and fifty!"

And then he squawked. So I knew I had hit the top—a little above, in fact.

"Well," I said, throwing my arm companionably over his shoulder, "I didn't really expect to get two hundred and fifty. I thought I'd say two hundred and fifty and you'd say two hundred and we'd compromise on two twenty-five."

"Well," he rubbed his chin, "this is the next to the last day of the month and there's a contest on. I'll give you two twenty-five. I guess the boss will O. K. it."

(Continued on page 292)



One of Wilson Brothers' New York stores now conducting a closing-out sale.

## Dealer Suspicion Induces Wilson to Drop Its Own Retail Chain

BY D. G. BAIRD

CONVINCED that its operation of retail stores was hurtful to its wholesale volume and that, "in general, retailers are jealous of the manufacturer who is also a retailer," Wilson Brothers, manufacturer and distributor of men's furnishings, has discontinued its chain of nineteen stores and will concentrate its sales efforts entirely on wholesaling.

Announcement of the change in policy was made in *SALES MANAGEMENT* March 7. The reasons behind it were summarized this week by Daniel K. Steele, vice-president and general manager.

"Fifty years ago we disposed of a previous chain because in those days it was not considered ethical to be both wholesaler and retailer," Mr. Steele said. "Today we are doing it over again because the handicaps imposed on our stores, chiefly by virtue of our obligations to our regular distributors, has made them unprofitable."

The tendency of the company's growth, throughout its sixty-seven years, has been more and more toward manufacturing. "We now make about 80 per cent of all the goods we distribute," Mr. Steele explained. "The rest is composed chiefly of imports and of domestic goods, the manufacture of which we control."

"Not content with sponsoring a group of retailers who agreed to buy

a certain percentage of their goods from our company (*SALES MANAGEMENT*, October 12, 1929), we decided about four years ago to re-enter the retail field ourselves. This was done because we felt we should thus provide an assured outlet for a considerable volume, with lower production costs, and because in the downtown districts of certain large cities we lacked adequate dealer representation.

"While these stores constituted a fair-sized chain, we were still primarily a manufacturer and distributor. We were careful not to infringe on an established dealer's territory. There could be no discrimination between them. But even then regular dealers became jealous.

"Our position was rendered the more difficult because of the fact that our own stores, devoted wholly to the Wilson line, were unable to supply all their customers' needs; and this condition was aggravated by the increased emphasis placed in recent months upon price. Other retailers could take full advantage of dumping and of disorganized markets. They could buy competitive goods for a song, sell them at bargain prices and still make a good profit.

"We could not dump our own goods. Even if we could we should have had to offer it to our dealers on the same basis as to our own stores. Regular chain stores, buying in large quantities from various manufacturers,

can obtain extra discounts. The mere fact, however, that our own stores sold more of our goods per unit, on the average, than our other outlets, would not justify such a policy.

"In the third place, because of the very fact that we owned these retail stores and operated them, they were expected to be model stores in every respect, including that of net earnings. We had been telling our dealers how to increase their profits and no doubt they felt that they had a legitimate right to wonder what percentage of net profit our own stores were earning! Unfortunately, due to the circumstances outlined above, they were not earning net profits—at least not during the past year. I might add that they did not operate in accordance with the expense ratios which we have set up for the guidance of dealers; they couldn't under the circumstances.

"Let me add further, however, that given a free rein, these stores can be operated profitably. That this is so is evidenced by the fact that in some instances men of our own organization, who had been connected with the stores and who, therefore, were intimately familiar with the circumstances, have bought them, while in others they have been taken over by experienced retailers who are confident that they can operate them profitably.

"Finally, there is good reason to doubt whether the same organization can engage in manufacturing, wholesaling and retailing and be thoroughly capable in all three fields. There is considerable argument in favor of specialization, as we see it. Certain it is that each function must be discharged, whether by a single organization or by three."

### Gair Establishes "Store" to Test Package Designs

NEW YORK—Robert Gair Company, containers, has established at its executive offices in the Graybar Building here a complete retail store unit to be used in developing and testing new package designs.

Standard equipment of one of the large retail chains is employed. In addition to shelves and counters, frozen foods refrigerator display cases have been installed.

The samples of new container designs are placed on the shelves after they have run the gauntlet of artists, package engineers, business executives, advertising agency men and others. Packages are tested from the standpoints of efficiency, mechanical design, economy and sales appeal.



PETRO-NOKOL placed 61% of  
their New York newspaper advertising  
in the Herald Tribune

# —and made 1930 their greatest year!

"It seems more than coincidence," says the Petroleum Heat and Power Company in a letter to the New York Herald Tribune dated April 10, 1931, "that our sales volume in the Metropolitan New York area would rise to the highest figures in our history in a year such as 1930."

For that record came, as the letter states, "simultaneously with an advertising campaign which was the culmination of three years of quite consistent effort to compel recognition of the reasons for preferring Petro-Nokol equipment."

Petro-Nokol's attitude toward the importance of the New York market is indicated by its 159% increase in space used in New York newspapers, 1930 over 1929.

And note this preference—in 1930, as in 1929, the Herald Tribune carried MORE of Petro-Nokol's advertising than did *all the other New York City newspapers together*: 61% of the total in 1930. The Petro-Nokol newspaper preference in New York City was that of the oil burner industry as a whole:

In 1929 the Herald Tribune's volume of oil burner advertising *exceeded* that of the other

*eleven New York newspapers COMBINED*: and in 1930 the Herald Tribune led by an even greater margin.

The record of this thriving young industry offers much for ANY advertiser to consider. The domestic oil burner industry is only about ten years old. It made slow headway at first; then gathered momentum in sales and good will; placed its main advertising reliance on newspapers; and has already reached the point where more than half a million domestic oil burners are now in use.

Its market lies not only among the wealthy whose acceptance of the pioneer models paved the way for a wider scope of sales but it extends to home owners in medium priced homes as well.

The New York Herald Tribune produces greater results for this industry because it has a greater proportion of its week-day and Sunday circulation concentrated in the suburbs—New York's rich territory of homes—than any other New York newspaper. It is there that the oil burner industry finds its best market along with thousands of other advertisers who rely upon the Herald Tribune for RESULTS from its vast quantity of responsive readers.

## NEW YORK Herald Tribune

NEW YORK  
MAIN OFFICE  
230 West 41st Street

SAN FRANCISCO  
VERREE & CONKLIN  
681 Market Street

CHICAGO  
JOHN B. WOODWARD, Inc.  
360 N. Michigan Avenue

DETROIT  
JOHN B. WOODWARD, Inc.  
6-255 General Motors Bldg.

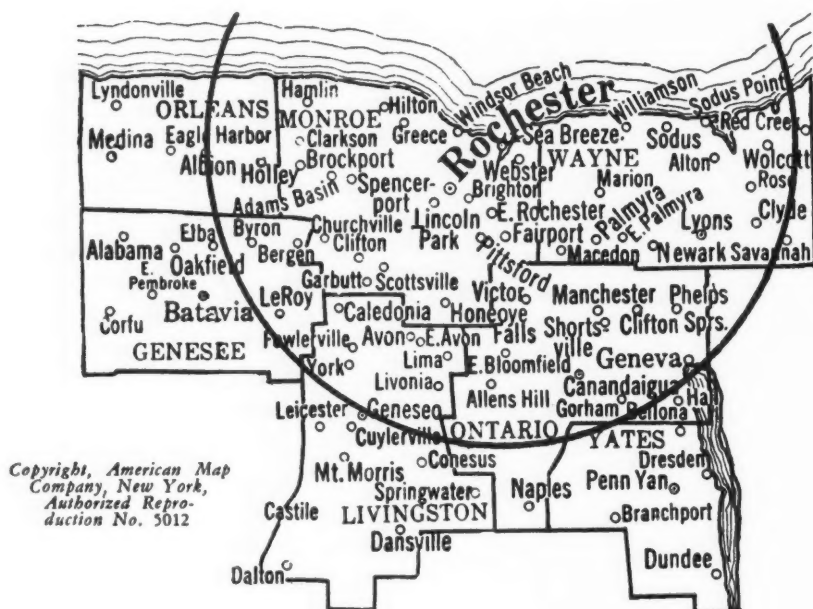
BOSTON  
CARROLL JUDSON SWAN  
926 Park Square Building

# Population Studies of Principal Markets and Their Tributary Areas

The outline of tributary areas, as shown by map and text, is advanced only as a rough approximation (keeping to county lines) of the trading area of each major market. Audit Bureau of Circulations statements were consulted for the definition of "carrier limits," "trading radius" and "eight largest cities within trading radius." See notes for sources of additional material on each market.

## Number Twenty-two: Rochester

(A.B.C. Trading Radius: 40 Miles—The circle indicates distance only; not exact boundaries of trading area)



Lamont, Corliss and Company, of New York, is one of the many companies that are furnishing reproductions of these population studies to salesmen in the field to give the men more accurate pictures of their markets and locations of their prospects. Are you using these data to aid your men in the more intelligent working of their territories?

WHILE municipal Rochester gained only 10.9 per cent in population during the past decade, Monroe County other than Rochester grew more than four times as rapidly as the nation as a whole—70.1 per cent, to be exact. The big development of this whole area took place in this county. In Monroe County and in four contiguous counties we find a per capita purchasing power that is relatively high.

Market information about the Rochester area may be obtained from *Democrat & Chronicle, Journal, Sunday American, Times-Union* and Chamber of Commerce.

Figures presented on total and per capita spendable money income as tabulated are taken from an original statistical study made by SALES MANAGEMENT and presented, complete, in the annual reference number of this magazine issued September 27, 1930. For a full explanation of the method through which those figures were evolved see pages 9, 10 and 11 of that issue. The figures on per capita spendable income as tabulated in this series of studies do not agree in all cases with the figures printed in the reference issue, since they have been corrected to correspond with the final 1930 population figures as compiled by the Bureau of Census. At the time the reference issue was printed only approximate figures were available.

Previous studies in this series covered New York City (January 31, 1931); Chicago (February 7); Philadelphia (February 14); Detroit (February 21); Los Angeles (February 28); Cleveland (March 7); St. Louis and Baltimore (March 14); Boston (March 21); Pittsburgh and San Francisco (March 28); Milwaukee and Buffalo (April 4); Washington and Minneapolis-St. Paul (April 18); New Orleans and Cincinnati (April 25); Newark and Kansas City (May 2); Seattle and Indianapolis (May 9).

Cities are being presented in the order of municipal population, beginning with the largest. Readers are reminded that this series of studies does not attempt to set up the boundaries of trading areas for any type of product, but attempts to show only population trends.



# An Analysis of 1930 Population Figures for Rochester and Surrounding Territory Compared with 1920

The tabulations and analysis presented in this series are original with SALES MANAGEMENT and are copyrighted. Reproduction, except by permission, is forbidden.

Cities	Miles from Rochester	Population 1920	Population 1930	Per Cent Gain or Loss	Counties	Population 1920	Population 1930	Per Cent Gain or Loss	All Spendable Money Income, 1929 (000 omitted)	Per Capita Spendable Income
Rochester	..	295,750	328,132	10.9	Monroe	352,034	423,881	20.4	\$457,198	\$1,080
** Batavia	33.5	13,541	17,375	28.3	Genesee	37,976	44,468	17.1	49,679	1,171
** Dansville	44.0	4,631	4,928	6.4	Livingston	36,830	37,560	2.0	39,890	1,062
** Geneva	49.0	14,648	16,053	9.5	Ontario	52,652	54,276	3.1	64,774	1,194
** Canandaigua	28.0	7,209	7,541	4.6		See above.				
** Albion	31.0	4,683	4,878	4.1	Orleans	28,619	28,795	0.6	32,495	1,287
** Newark	26.0	6,964	7,649	9.8	Wayne	48,827	49,995	2.4	49,233	983
** Lyons	35.0	4,253	3,956	-6.9		See above.				
** Penn Yan	63.0	4,517	5,329	17.9	Yates	16,641	16,848	1.2	16,202	957
*** East Rochester	7.0	3,901	6,627	69.8	Monroe	See above.				
*** Fairport	10.0	4,626	4,604	-.004						
*** Brockport	18.0	2,980	3,511	17.7						
*** Webster	..	1,247	1,552	24.4						
*** LeRoy	33.0	4,203	4,474	6.4	Genesee					
*** Oakfield	..	1,422	1,919	34.9						
*** Medina	..	6,011	6,071	-.1	Orleans					
*** Clyde	42.0	2,528	2,374	-6.5	Wayne					
*** Palmyra	22.0	2,480	2,592	4.5						
*** Clifton Springs	..	1,628	1,819	11.8	Ontario					
*** Holley	..	1,625	1,558	-4.1	Orleans					
*** Mt. Morris	34.0	3,312	3,238	-2.2	Livingston					
TOTAL FOR AREA						573,579	655,823	14.3	\$709,471	\$1,081

\*\* Eight largest cities outside carrier limits, but within trading radius (A. B. C.)

\*\*\* Other cities and/or counties over 1,500 within A. B. C. trading radius.

"Miles from Rochester" figures are from the Official Guide of the Railways, and, in a few instances, automobile maps.

## Number Twenty-three: Louisville

(A.B.C. Trading Radius: 55 Miles—The circle indicates distance only; not exact boundaries of trading area)

THE population shifts and growth around Louisville during the past decade are distinctly opposite to the trend shown by the majority of the big metropolitan centers in the country. There is comparatively little trend toward suburban residence. Out of the twenty-six counties listed in this analysis, only seven showed any gain in population, and only one of those—Jefferson County, in which the city of Louisville is located—showed a gain which exceeded the rate of national growth.

The big concentration in this area took place in municipal Louisville, thus breaking the tradition established in previous studies in this series. Heretofore there has been, in the case of almost every market analyzed, a city growth which, however large, was exceeded by the rate of growth in the suburbs and nearby small towns. Louisville's population jumped 31.0 per cent between 1920 and 1930—a rate nearly twice that of the rate for the nation as a whole.

Market information about the Louisville area may be obtained from *Courier-Journal*, *Herald-Post*, *Times* and *Chamber of Commerce*.



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The tabular analysis of the Louisville area appears on page 278.

A similar study of Portland and Houston will appear next week.

# Making It Easier for Advertisers to Buy and Use *Street Car* *Advertising*

**O**UR new sales plan is now in effect. It permits the advertiser for the first time to buy and use Street Car advertising on a basis that is unlimited in its flexibility.

Previously, Street Car advertising has been sold only on full or half service contracts for one year's showing with short rate charges for six months contracts.

Our new method allows the advertiser to spend exactly to the dollar what *he* wants to spend in the different cities. We have adopted the rate method of many leading newspapers—the only difference is that instead of buying so many lines of space to be used within one year, the advertiser buys a definite number of car card displays at so much per card per month to be used when, where and to the extent desired within one year.

The seasonable advertiser or the advertiser who has a special short time campaign may

contract for a definite number of car card displays for one year and accelerate his service as desired.

For example, the rate for 5,000 cards monthly for one year would be the same whether the service is used within six months by the display of 10,000 cards, or within four months by the display of 15,000 cards, or within three months by the display of 20,000 cards, or within two months by the display of 30,000 cards.

One lapse is permitted without extra charge—as an example, continuous service during March, April and May and during September, October and November.

There are three very important reasons why this new sales plan will greatly benefit the advertiser who wants to advertise *only* where he has distribution and *only* to the extent that his sales in each market justify—

First, because he will select cities where the conditions are most favorable for him.

Second, because he will have the satisfaction of knowing that he is not spending money for advertising that reaches people who live in cities, towns and villages where his product is not on sale or in places where his sales are very light.

Third, because *he* will figure the expenditure for each market and get the cost down to exactly the amount justified by the sales and conditions of the different markets.



## DAILY COST— less than \$150

Here is an example of how the 5,000 cards could be distributed at a monthly cost of \$4,400:

	CARDS DISPLAYED
Pittsburgh .....	500
Harrisburg .....	50
Reading .....	50
Scranton .....	50
Cleveland .....	500
Cincinnati .....	350
Columbus .....	100
Toledo .....	100
Dayton .....	75
Youngstown .....	50
Bronx, N. Y. ....	250
Buffalo .....	250
Rochester .....	150
Syracuse .....	50
Binghamton .....	50
Baltimore .....	400
Washington .....	300
Atlanta .....	100
Birmingham .....	100
San Francisco .....	400
Louisville .....	200
St. Louis .....	500
Omaha .....	100
Dallas .....	100
Ft. Worth .....	75
Memphis .....	75
Nashville .....	75

(5% Excess Display Guaranteed)..... 5,000

The average Street Car of the United States *now* carries more than 17,000 passengers monthly.

On that basis, 5,000 cars in these 27 cities carry more than 85,000,000 passengers every month.

This figures 100,000 circulation for every \$5.

Street Car advertising circulation is the lowest cost, definitely known circulation in existence.

Sales have declined in nearly all lines of business, and like all other advertising mediums, we are below normal.

NOW—in order to help ourselves, we have figured out this plan of helping advertisers by giving them the privilege of using Street Car advertising in any way that will be of the greatest help to them.

*H. Barnard*

National Advertising Manager.

STREET RAILWAYS ADVERTISING CO., 220 W. 42nd ST., NEW YORK, N. Y.  
(Offices in All Large Cities)

## An Analysis of 1930 Population Figures for Louisville and Surrounding Territory Compared with 1920

The tabulations and analysis presented in this series are original with SALES MANAGEMENT and are copyrighted. Reproduction, except by permission, is forbidden.

Cities	Miles from Louisville	Population 1920	Population 1930	Per Cent Gain or Loss	Counties	Population 1920	Population 1930	Per Cent Gain or Loss	All Spendable Money Income, 1929 (000 omitted)	Per Capita Spendable Income
Louisville	..	234,891	307,745	31.0	Jefferson,	286,369	355,350	24.1	\$291,393	\$820
* New Albany, Ind.	6.0	22,992	25,819	12.3	Floyd, Ind.	30,661	34,655	13.0	15,448	446
* Jeffersonville, Ind.	4.0	10,098	11,946	18.3	Clark, Ind.	29,381	30,764	4.7	11,159	363
** Frankfort	67.	9,805	11,626	18.6	Franklin,	19,357	21,064	8.8	7,346	349
** Danville	91.2	5,099	6,729	32.0	Boyle	14,998	16,282	8.6	7,043	433
** Harrodsburg	82.0	3,765	4,029	7.0	Mercer	14,795	14,471	-2.2	4,739	527
** Shelbyville	31.0	3,760	4,033	7.3	Shelby	18,532	17,679	-4.0	6,509	368
** Lebanon	67.0	3,239	3,248	.3	Marion	15,527	15,499	-0.2	3,617	233
** Salem, Ind.	42.0	2,836	3,194	12.6	Washington, Ind.	16,645	16,285	-2.2	4,602	283
** Elizabethtown	42.0	2,530	2,590	2.4	Hardin	24,287	20,913	-13.9	5,395	258
** Lawrenceburg	61.3	1,811	1,763	-2.7	Anderson	9,982	8,494	-14.9	2,334	275
** French Lick, Ind.	45.4	1,980	2,462	24.3	Orange, Ind.	16,974	17,459	2.9	4,967	285
** Paoli, Ind.	53.0	1,520	2,016	32.6	Scott, Ind.	7,424	6,664	-10.2	2,078	312
** Scottsburg, Ind.	..	1,609	1,702	5.8	Clark, Ind.	See above.				
** Clarksville, Ind.	..	2,322	2,243	-3.6	Nelson	16,137	16,551	2.6	4,659	281
** Bardstown	22.0	1,717	1,767	2.9	Crawford, Ind.	11,201	10,160	-9.3	2,505	247
...					Harrison, Ind.	18,656	17,254	-7.5	4,380	254
...					Breckenridge,	19,652	17,368	-11.6	3,983	229
...					Bullitt	8,868	9,328	4.9	2,508	269
...					Grayson,	19,927	17,055	-14.4	3,271	192
...					Henry,	13,411	12,564	-6.3	4,037	321
...					Meade,	9,442	8,042	-14.8	1,854	231
...					Larue,	10,004	9,093	-9.1	2,132	234
...					Oldham	7,689	7,402	-3.7	3,014	407
...					Spencer,	7,785	6,606	-15.1	2,216	335
...					Trimble,	6,011	5,348	-11.0	1,452	271
...					Washington	14,773	12,623	-14.6	3,305	262
TOTAL FOR AREA		668,188	724,973	8.4					\$405,946	\$559

\* Cities over 10,000 within carrier limits (A. B. C.)

\*\* Eight largest cities outside carrier limits, but within trading radius (A. B. C.)

\*\*\* Other cities and/or counties over 1,000 within A. B. C. trading radius.

"Miles from Louisville" figures are from the Official Guide of the Railways, and, in a few instances, automobile road maps.

## Walter A. Strong Dies in Chicago; Outstanding Figure in Advertising

CHICAGO—Walter Ansel Strong, publisher of the *Chicago Daily News*, chairman of the board of the Advertising Federation of America, president of the 100,000 Group of American Cities, and former president of the American Newspaper Publishers' Association, died unexpectedly of heart disease at his home in Winnetka, a suburb, May 10.

Mr. Strong, forty-seven years old, had been head of the *Daily News* since the death of his uncle, Victor F. Lawson, who founded it in 1875. Mr. Lawson and the late Melville Stone had built the paper to a position of national prestige.

Mr. Strong began his newspaper career with the former *Chicago Record* in 1899—joining the *Daily News* in 1905. He became successively auditor's clerk, auditor and business manager. When Mr. Lawson died a number of prominent publishers sought to acquire the property, the net profits of which for the previous five years had averaged more than \$1,325,000 annually. Mr. Strong,



Walter A. Strong

however, obtained control for the benefit of its employees at a reported price of \$14,000,000. He gave the newspaper's assets at \$19,168,711, the largest item being \$12,000,000 for "circulation, good-will, Associated Press

membership and reference library." Although Mr. Strong was the controlling owner, former Governor Frank O. Lowden of Illinois, Julius Rosenwald, chairman of Sears, Roebuck & Company; William L. McLean, publisher of the *Philadelphia Bulletin*, and Frank B. Noyes, publisher of the *Washington Star*, also obtained interests.

The *Daily News* prospered under his direction. Two years ago the paper opened a new \$13,000,000 home. A few months later it acquired the *Chicago Daily Journal*.

Mr. Strong had been a director of the Associated Press since 1926, and chairman of the board of the Advertising Federation of America since 1928. He organized the 100,000 Group of American Cities, a sales association of about 100 large city newspapers. He was a director of the Audit Bureau of Circulation and of the Fansteel Products Company and a member of the Advertising Council of the Chicago Association of Commerce and of the Advertising Club of New York.

James L. Houghteling, vice-president and treasurer of the *Daily News*, speaking for the directorate, said that Mr. Strong's death would involve no change in policies. His successor has not yet been announced.





# 33.6%

—the 1930 Census increase over the 1920 population figures for Louisville — marks a healthy and above the average growth in this section. In this last census, Louisville advanced from 29th to 24th place in size among the cities of the United States.



# 51.2%

of the 307,745 residents of Louisville are females—energetic buyers who purchase 90% of the household goods, 41% of the automobiles and even 34% of all of the men's clothing. These 159,661 shoppers and potential shoppers are responsive to the advertising messages which are brought to them daily through The Courier-Journal and Times.



# 65.8%

of all the people of Louisville are over 21 years of age—adult buyers, most of whom maintain their own homes. They have household needs which must be replenished constantly. To tell your story to these buyers you need but one medium—The Courier-Journal and The Louisville Times.



# 81.7%

or 251,364 of Louisville's residents are native whites. The vast majority of these are of the Nordic races—making for stability in industry and high standards in living conditions. 99.9% of these people are English reading, and 92.1% of them are reached every day by The Courier-Journal and Louisville Times.

**AND**, in addition to serving the people of Louisville, these great Metropolitan newspapers carry your message to thousands of other buyers in KENTUCKIANA, the Louisville Market, which includes practically all of Kentucky and a large portion of Southern Indiana.

## The Courier-Journal THE LOUISVILLE TIMES

MEMBERS

AUDIT BUREAU OF CIRCULATION

100,000 GROUP OF AMERICAN CITIES

REPRESENTED NATIONALLY BY THE BECKWITH SPECIAL AGENCY

# The Path to Prosperity\*

BY RAY BILL

**L**AST week, labor and the unemployment situation formed the principal topic of discussion in this series of frank but informal talks. Now let us get down to the bugaboo that competition is too keen to permit most businesses making a profit. No alibi could possibly be a greater admission of human weakness.

Let me illustrate with the tire industry, because here we have a field in which total mileage consumption went up last year but in which the industry as a whole operated at a deficit, that is, without a dollar of return on its aggregate capital investment of many hundred millions. In fact, some twenty-two rubber manufacturers whose profit records are available for 1930 show a composite deficit of more than \$20,000,000. None of the biggest companies made a real showing, although one company of moderately large size did make a good record. What do you think of that performance for a great industry? Profitless sales for the industry as a whole! More than twenty millions of loss on hundreds of millions of dollars of sales! There's real management for you!

Yes, and don't think I'm picking on the rubber industry. It has plenty of equally bad company. The compilation of the National City Bank shows that in 1930 only nineteen industries earned 8 per cent, or better, on their net worth and only twenty-five in 1929. It shows that only ten industries earned 12 per cent or better on their net worth in 1930 and only eighteen in 1929—and 12 per cent should be a fairer gauge of adequate return on net worth. It shows further that in 1930 all industries averaged a return of 5.7 per cent on net worth—less than interest charges as compared with a return of only 9.9 per cent in 1929, a supposedly boom year.

Going back to the tire industry "the remarkable result" cited was obtained after the industry had been concentrated from an industry of over 200 companies to an industry of approximately 10 per cent of that number. The earnings for the three-year period prior to the depression were comparatively poor and that is why I raise the question: Is the record of the tire industry an indictment of management, an indictment of big business when concentration of industry proceeds too far, or an indictment of marketing ability, i. e., sales management? Speaking frankly, I think it is an indictment of all three, but preeminently of *top* management because after all, it, and it alone, is responsible for mergers and for the sales management methods pursued.

The tire industry happens to be a good example of what is ailing many other lines. It is this: Company management—and the banking interests which are often involved—lack the "guts" to turn down unprofitable business. Yes, that's a homely word but it is forceful and expressive of what business needs most of all, namely, real guts at the selling end. After all, why should the tire industry sell

\* The second of a series of articles commenting on current problems of business.



*Profitless sales and destructive competition are the curse of American industry. The human equation in management is responsible and must supply the remedy through changing the viewpoint of company executives now in office or providing successors to them.*

tires to motor car manufacturers at a loss—which they do? Why should they sell mail order companies and oil companies at prices which undermine the selling position of their own dealers and company-owned stations, both of which latter sell the companies own brands instead of private brands? Is this good marketing? Is this competent management?

There are growing reasons for concluding that it is a policy which is putting more people out of jobs than it is putting into jobs—that it is a policy which is denying investors in securities the fair return to which they are entitled—that it is a policy which is forcing progressive reductions in the wages of labor. Please note I am not talking about what is going to happen but about what has already happened not only in the tire field but in many other fields as well.

Big business is desirable, efficient and successful up to a certain point. Beyond that point it is very possibly a failure, not only on grounds of economic soundness and social acceptance, but also because it defeats its own selfish ends.

Right now we are witnessing one of the greatest industries in America, namely the oil industry, rush into greater and greater concentrations. (Continued on page 294)



COLOR PRINTING HEADQUARTERS

# RCA RADIOLA

Wherever this window cut-out was displayed it attracted the favorable attention that wins sales. There's an idea to it—the idea of all the wonders of the year's programs coming from Santa's Bag. A typical example of U. S. methods—"Art for Sales' Sake."

  
This Christmas  
IT SHOULD BE AN  
RCA Radiola



Get your *full* share with an RCA Radiola

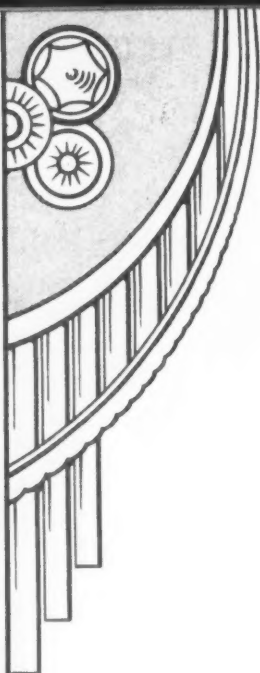
Our Product helps sell Radios  
We can help sell your Product too

THE UNITED STATES PRINTING  
& LITHOGRAPH CO.

CINCINNATI

BALTIMORE

BROOKLYN



# "We Value our window displays at \$200,000 a year"

**S**UCH is the valuation which Stix, Baer and Fuller Company, St. Louis, place on their windows. Of course, in space so valuable, such merchants as a rule use only individually designed displays at a cost of hundreds of dollars.

But the smaller merchant places a correspondingly high valuation on his windows. He is equally critical. He picks and chooses from *all* the manufacturers' displays available. It is only the out-of-the-ordinary ones which he uses.

No small percentage of the unusual displays today are "U S" designed and executed.

"U S" displays are better for the simple reason that "U S" designers put more into them—the accumulated experience gained in 54 years of working with an unusually large number of leading advertisers and manufacturers.

Moreover, "U S" designers are practical men. They know the limitations as well as the possibilities of the various reproductive facilities. They make their designs accordingly. That's one reason why advertising agencies like to discuss their clients' problems with "U S".

Get the benefit of "U S" experience and equipment. Lay your problems before one of our sixteen sales offices, either through your agency or direct.

## SERVICE OFFICES

*in following Cities:*

Baltimore . . . . .	25 Cross St.
Boston . . . . .	80 Boylston St.
Brooklyn . . . . .	95 North 3rd St.
Chicago . . . . .	130 North Wells St.
Cincinnati . . . . .	15 Beech St.
Cleveland . . . . .	1104 Leader Bldg.
Detroit . . . . .	7915 Indiana Ave.
Indianapolis . . . . .	414 Traction Bldg.
Kansas City . . . . .	1306 Waldheim Bldg.
Minneapolis . . . . .	433 Palace Bldg.
New York . . . . .	105 Hudson St.
Philadelphia . . . . .	437 Chestnut St.
Pittsburgh . . . . .	609 Renshaw Bldg.
San Francisco . . . . .	112 Market St.
Seattle . . . . .	1107 Hoge Bldg.
St. Louis . . . . .	413 Frisco Bldg.

## MANUFACTURERS

*of*

Art and Commercial Calendars  
 Broadsides . Booklets . Blotters  
 Book Covers . Display Posters . Catalogs  
 Circulars . Cutouts . Car Cards  
 Display Containers . Folders . Fans  
 Folding Boxes . Fine Art Prints . Inserts  
 Letterheads . Festoons . Wrappers  
 Labels . Menu Cards . Novelties  
 Offset Lithography . Post Cards  
 Package Slips . Window Trims  
 Show Cards . Window Pasters  
 Hangers . Posters . Trade Marks  
 Poster Stamps . Transparencies

**THE UNITED STATES PRINTING & LITHOGRAPH CO.**  
 COLOR PRINTING HEADQUARTERS



**BROOKLYN**



**CINCINNATI**



**BALTIMORE**



# Government in Business

BY JAMES TRUE

*Director, Washington Bureau*

WASHINGTON, May 13—Remarkable for its failure to put forth any definite plans or practicable ideas for rehabilitation, the most successful meeting of the International Chamber of Commerce in point of numbers, held last week, offered further indications that the world will have to recover of its own volition from the economic doldrums. During the six days a confusing volume of opinion in many languages was voiced by representative authorities, and it is probable that elaborations of the discussions during coming months will reveal that some of the ideas expressed are practicable for the improvement of international trade.

**Distribution Problems** of the United States and Europe were set forth in a large volume for the meeting, and are now published by the American Section of the International Chamber. This report contains a great deal of valuable material for American manufacturers, especially those who are building up foreign trade. The portion bearing on the United States was prepared by a special committee presided over by F. P. Valentine, with C. D. Judkins as his statistical assistant. The research work for the American portion of the report was conducted by the domestic distribution department of the U. S. Chamber, in charge of E. D. Borden, who was assisted by E. F. Perkins, R. E. Sabean and J. H. Heiney. This is the first report in which comparisons are made between the commodity markets of the United States and Europe, and copies may be procured at twenty-five cents each, which is less than the cost of printing, by addressing the American Section of the International Chamber of Commerce, Washington.

**Price Cutting Below Cost**, when it is done with the intent to suppress competition, has been condemned by the Federal Trade Commission on several occasions. The last case, that of the Noma Electric Corporation, indicates that a similar procedure may be used to protect manufacturers in various lines at the present time. In its formal complaint the commission sets forth that there are a number of companies engaged in the manufacture and sale of non-extension Christmas tree lighting outfits, and it found that the respondent, with the intent, purpose and effect of hindering, suppressing and stifling competition, and of injuring and destroying the business of competitors, offered for sale in 1928 and sold non-extension Christmas tree lighting outfits for the price of sixty-five cents, and an eight-light non-extension Christmas tree lighting outfit, equipped with Japanese carbon lamps, at forty-five cents.

The commission found these prices to be less than it cost the respondent to manufacture the respective tree lighting outfits and that the effect was to unduly hinder and suppress competition and tended to create a monopoly of the business by the respondent. In answer to the complaint the respondent expressed a desire to waive hearing on the charges, and refrained from contesting.

**The End of the Louisville Survey** is in sight. The second part of the wholesale report, comprising data on the per capita food consumption, purchasing power and distribution of population, factors affecting retail operations

and many other phases, is in the hands of the printer. Part III of the Report, covering commodity studies and operations of individual stores, will go to the editorial section in about a week and should be ready for distribution in about eight weeks.

**Trade Organization Cooperative Plans** are being worked out to give trade associations and chambers of commerce the advantage of the best thought and experience of these times. The work is being done by the business research section of the marketing service division of the Department of Commerce. This organization is digesting all of the new practicable methods of merchandising management as actually and successfully developed by individual companies. The compilations are being made from all reports from Government and outside sources, publications and experiences of individuals. The available data undoubtedly forms the most valuable source of merchandising information ever compiled, and it is being kept up to date to the minute.

**Distribution of Sales** is being compiled by the Bureau of the Census for several hundred commodities, and a number have been released. These are in the form of charts accompanied by statistical data and are the first breakdown showing the movement of goods from the manufacturer. In discussing this phase of his work, Robert J. McFall, chief statistician for distribution, said that the releases on sales in this form are the result of a desire on the part of the bureau to give the business men of the country the data they need in the most readily understandable form. "We are endeavoring to show as clearly as possible," Dr. McFall added, "through just what channels all important manufactured commodities go. In other reports the breakdown will be shown through wholesalers and retailers; but we will not always be able to carry the figures through on the same commodity items. And if business men find this form of information of value, we would like to know it, with the idea of collecting similar data from time to time in the future." Write the bureau, listing the kinds of goods you sell, and request the releases that affect your business.

**Classifications and Definitions** of types of dealers and kinds of stores, as used in Census of Distribution reports, are being worked out, and the bureau expects to make them available for general distribution in the near future. This report promises to be the most comprehensive of the kind ever compiled, and to be invaluable in clearing up the prevailing confusion that results from the lack of definite classifications. In the wholesale field alone it will show more than forty different functional types of distributors.

**A Slight Upturn in Agriculture** is noted by Government observers. From present indications, although practically all prices will be low, the farmers of the country will spend many millions of dollars for necessary farm materials and equipment. Progress has been made in cutting costs, and slight encouragement comes with the report that Russia is far behind in grain sowing, which may mean that the Soviet Government will have less grain for export than is planned.

## Canada Dry Trebles Sales Record; to Launch New More-Value Drive

NEW YORK—Orders for 34,512,000 bottles of ginger ale were received from jobbers and chains by Canada Dry Ginger Ale, Inc., in the three and one-half week period from March 27 to April 21—more than trebling the best previous month's record in the company's history, SALES MANAGEMENT was informed by an executive of the company this week.

The total number of orders was 719,000 forty-eight-bottle cases. The previous month's record, in September, 1929, was 206,000 cases. Expressed in another way, the three and one-half week volume was equivalent to more than a third of the 90,000,000-bottle volume in the record year of 1929.

As a result the company not only received more orders than its factories could immediately supply, but made enough profit in the twenty-six days to provide for the entire quarter's dividend of about \$385,000.

The orders were the result of a reduction of approximately 20 per cent in the price of the company's Pale Dry and Lime beverages, of aggressive sales efforts, a special deal and an intensive advertising campaign in 250 large city newspapers to promote the lower price.

In announcing the campaign to stockholders (SALES MANAGEMENT, April 4, 1931), Parry D. Saylor, president, emphasized his belief that the trend of business had turned definitely upward, and the company was prepared to pass on to distributor, retailer and consumer lower commodity prices and other economies of manufacture. The company announced to jobbers a reimbursement plan of one case free for every five orders between April 1 and April 21 for delivery prior to April 30. To demonstrate its faith the company inaugurated an advertising campaign during April and May which was substantially larger than for any similar period in its history.

The campaign has been so effective that Canada Dry is now preparing to make and to advertise another and more liberal offer. On June 11 it will start an advertising campaign in eighty-seven cities—mostly full-page spreads—to promote a new twenty-eight-ounce bottle which will sell at retail throughout the east and middle-west at about twenty-five cents and in the far west at about thirty cents. Salesmen started to contact with distributors on this offer on May 11 and shipments will begin May 18. It is believed that jobbers and chains

throughout the country will be lined up by the time consumer advertising starts.

This new campaign will run about a month. After that both sizes of bottles will be promoted together. The company believes that the larger size will not affect the business of the smaller size bottle.



*Albert H. Doolittle, executive vice-president of the American Spice Trade Association.*

### Free Circulation Papers May Have Audit Bureau

NEW YORK—Controlled Circulation Audit, a bureau for collecting and checking circulation data on controlled or free media, is being organized here by Frank L. Avery, for ten years director of circulation for Federated Business Publications.

The work of the new bureau would be similar to that of the Audit Bureau of Circulation in the paid subscription field.

"There are now about 150 such controlled publications in the United States," Mr. Avery explained. "To become a member the publication must have been operated for six months as a free controlled medium. The publisher must produce all statements which he has issued in relation to coverage, which will be checked against his postal receipts, paper records and printer's bill. Audits will be made once each year and the publisher may issue his own statement semi-annually."

## Spice Men to Reorganize Industry to Overcome Steady Fall in Sales

NEW YORK—To combat a decline of 20 per cent in per capita consumption of its products in the last eight years the American Spice Trade Association, reorganized at a meeting here May 13, will inaugurate an intensive program of standardization of trade practices and of market research and promotion. The survey of the trade, prepared by Albert H. Doolittle, former secretary and now executive vice-president of the association, pointed out that purchases of spices dropped from fifty-two cents per capita in 1924 to forty cents in 1930, and that in the latter year only one cent out of each \$4.30 spent for food was devoted to spices. The per capita consumption in pounds dropped from .865 in 1923 to .629 in 1930.

An initial step in a "four-year plan" of reorganization was the adoption of the slogan "Spice for Flavor." The reorganization will involve establishment of publicity, statistical and trade customs departments. Cooperative advertising in publications, motion pictures and on the air would start in the third year and research for new uses and new appeals for spice in the fourth.

Two-thirds of the spice grinders believe price-cutting to be the greatest evil in the trade, Mr. Doolittle found. Twenty per cent of these attribute this to a "lack of knowledge of actual costs insofar that all the overhead costs are not taken into consideration." About 20 per cent list low quality, adulteration and spice substitutes as the greatest evil.

Mr. Doolittle has been with the association—his first connection with the food industry—since November. Previously he was with the Steel Founders' Society of America. He has been sales manager of the Zenith Carburetor and the Philbrun Ignition companies, and was at one time the head of his own advertising agency in Detroit.

### Link-Belt Promotes Hartley

CHICAGO—Link-Belt Company has appointed William L. Hartley district sales manager in charge of the Detroit territory. Mr. Hartley, with the company since 1915, has recently been in charge of the foundry sales division.

SHEBOYGAN, WISCONSIN—To stimulate the sale of its cooking utensils, the Vollrath Company is urging dealers to borrow a "few of the abused utensils doing duty in your neighbors' kitchens" and to "put them in your window with a display of Vollrath ware."



# *Tourists and Vacationists*

## ANOTHER SOURCE OF INCOME FOR THE *Vermont*

### What About Your Own Vacation ?

What kind do  
you like?

*One with fishing, boating,  
golf, tennis, motoring,  
mountain climbing, camp-  
ing, hotel or cottage or  
what? Vermont has them all  
—and more.*

*If you will make your de-  
sires known to any of the  
member papers, a prompt  
reply will be forthcoming.  
This will entail no obliga-  
tion and it may help you a  
great deal in choosing and  
getting the vacation you  
want.*



Vermont is one of the nation's summer and winter playgrounds. Tourists from all sections of the country come to Vermont to spend their money freely to enjoy its beautiful scenery and its healthful climate. Excellent hotels, inns and camps are located throughout the state.

It is obvious that this influx of thousands of visitors to the state means a source of large income to its residents, totaling millions of dollars annually.

If you will write to any of the Vermont Allied Dailies information on this rich market will be sent to you.

## VERMONT ALLIED DAILIES

BARRE TIMES  
BURLINGTON FREE PRESS

BENNINGTON BANNER  
RUTLAND HERALD

BRATTLEBORO REFORMER  
ST. JOHNSBURY CALEDONIAN-RECORD

## Massachusetts Milk Man Wins Camel \$25,000; 10 Women in Money

WINSTON-SALEM—From West Paris, Maine, to Coronado Beach, California, the word went round this week that R. J. Reynolds Tobacco Company had picked the winners in its \$50,000 Camels-in-Cellophane contest and was ready to write the checks to thirty-eight people of the nearly 1,000,000 who submitted letters of recommendation for the new Camel package and whose names were announced May 13 in full-page space in newspapers throughout the country and during the Camel Pleasure Hour on the air.

First prize of \$25,000 went to James Thomas Sharkey, thirty-two, who lives in Dorchester, Massachusetts, and distributes milk in Boston; second, \$10,000, to Mrs. Walter Sweet, mother of three children and wife of a Marine Corps captain stationed at the Brooklyn Navy Yard; third, \$5,000, to Julius M. Nolte, Duluth real estate dealer and former secretary of the Commercial Club there. These three have been invited to Winston-Salem to participate in some festivities on their behalf. There were also five prizes of \$1,000 each, five of \$500 and twenty-five of \$100.

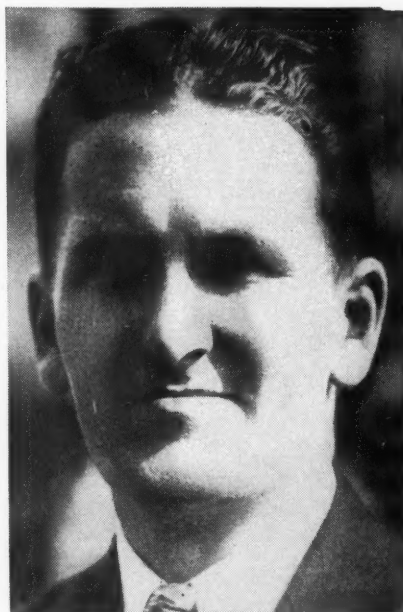
The winning letters were not published.

Every section of the country, both sexes and almost every age and occupation, are represented in the list of thirty-eight. New York state has the most, with five, but even Winston-Salem is not ignored. A student and a mining engineer, dentists and an aerial photographer, stenographer and timekeeper, heart specialist and locomotive firemen, lumberjack and chauffeur, a secretary of a state board of health and a granddaughter of a former Governor of Virginia are in the prize money.

Ten of the winners were women, four of the women are married and three have children.

The Reynolds company will replace its Camel Pleasure Hour, contract for which expires May 27, with a Camel Quarter Hour to be broadcast nightly except Sunday, beginning June 1, over sixty stations of the Columbia Broadcasting System. It will feature Morton Downey, tenor, and the Camel orchestra, with Anthony Wons, radio philosopher, acting as master of ceremonies.

The Camel Pleasure Hour has been broadcast for the last year from forty-one stations of the National Broadcasting Company.



James T. Sharkey

## \$50,000 "War Chest" to Aid Meat Trade

SAN FRANCISCO—The Pacific Livestock & Meat Institute has been established, with a "war chest" of \$50,000, to educate the public on the value of meat in the diet. F. M. Kloppe, Oakland, is president; Frank Harrigan, San Francisco, executive secretary.

Mr. Harrigan believes the new organization will be the nucleus of a nation-wide group to stimulate meat consumption.

## Many Cigs in Cellophane But Camel Promotes It

NEW YORK—In spite of the promotional hullabaloo which R. J. Reynolds Tobacco Company is making for the new "humidor" pack for its Camel cigarettes, SALES MANAGEMENT learned this week that the cellophane and the packaging methods employed are similar to those used on a half-dozen other brands, and that all told, cellophane now appears on twelve.

The Camel moisture-proof wrapping, for example, is identical with that of Raleigh, Wings and Listerine—all machine-wrapped cigarettes. Sano and Parliament are also moisture-proof but hand-wrapped. Old Gold started with the plain transparent cellophane, but is now adopting the moisture-proof. Phillip Morris, Matchless and Melachrino are hand-wrapped in plain transparent.

## Tailors Will Spend \$750,000 to Help Your Appearance

DETROIT—Nine hundred merchant tailors in the United States and Canada, members of the National Association of Merchant Tailors of America and of the Pacific Coast Merchant Tailors' Association, supported by about sixty-five woolen and trimming houses, are cooperating in a national advertising campaign in which they will spend \$750,000 in four years.

Full-page insertions will appear each month in the *Saturday Evening Post* and somewhat less regularly in *Time*, while space will be taken regularly in the *Toronto Star* and the *Toronto Mail and Empire* and in the *Montreal Gazette*, newspapers of dominion-wide circulation in Canada. Radio programs will also be broadcast.

Individual members may employ local advertising in newspapers and direct mail. The campaign is being prepared by Brooke, Smith & French, Inc., Detroit, who also supply the members with local newspaper copy in mat form, copy for direct mail, booklets, folders, signs and other material.

An emblem in seven colors will appear in the advertising and will identify members. Copy features the slogan, "It's easier to make a good first impression—than to live down a bad one."

To keep members apprised of developments in the campaign, furnish them business-building ideas, and acquaint them with new advertising and merchandising helps as they become available, the agency publishes a monthly eight-page paper known as the *Merchant Tailors' Business Builder*. Campbell H. Leith, Detroit, is chairman of the national advertising committee.

## Forker Named Publisher of New York American

NEW YORK—Eugene Forker, advertising director of International Magazine Company since last January and a member of its advertising staff for fourteen years, has been appointed publisher of the *New York American*, under William Randolph Hearst, Jr., president.

Mr. Forker joined International Magazine as a member of the staff of *Harper's Bazaar*. He was later business manager of that magazine and in 1925 became general manager of *Cosmopolitan*. In his early career he was connected with the Hearst newspapers and the Associated Press.



# Account Changes

AMERICAN MULTIGRAPH SALES COMPANY, Cleveland, printing, typewriting, typesetting and folding equipment, to Dunham, Younggreen, Lesan Company, Chicago, Magazines, business papers, trade publications and direct mail.

INDUSTRIAL DRYER CORPORATION, Stamford, Connecticut, drying, humidifying, oxidizing and air conditioning apparatus, to Edwin Bird Wilson, Inc., New York City.

CLARK GRAVE VAULT COMPANY, Columbus, metal vaults, to Henri, Hurst & McDonald, Inc., Chicago. Magazines and trade papers.

AMERICAN MOLASSES COMPANY, New York, Grandma's Old-fashioned molasses, to Charles W. Hoyt Company, Inc., there.

GENERAL CAR & COACH CORPORATION, Glens Falls, New York, electric street cars, trolley buses and motor coaches, to Addison Vars, Inc., Buffalo.

CONSOLIDATED WIRE AND ASSOCIATED CORPORATIONS, Chicago, Sta-Put aerial tape and wires, to Albert L. Lauer Company there. Trade journals, radio broadcasting and direct mail.

SIGHT FEED SALES COMPANY, Dayton, acetylene generators, trucks and lights, to Buchanan Advertising Company, Inc., there. Trade papers and direct mail.

CLOSURE SERVICE COMPANY, Toledo, caps and closures for bottles and glass containers, to Sun Advertising Company there. Trade papers and direct mail.

CENTAUR TRACTOR COMPANY, Greenwich, Ohio, to Campbell-Sanford Advertising Company, Toledo.

BUHL AIRCRAFT COMPANY, Marysville, Michigan, Flying Bull Pup planes, to Holden, McKinney & Clark, Inc., Detroit.

C. F. STREIT MANUFACTURING COMPANY, Cincinnati, slumber chairs, to Procter & Collier Company there.

O. J.'S BEAUTY LOTION COMPANY, Shreveport, to Lake-Dunham-Spiro-Cohn, Inc., Memphis. Newspapers, farm papers and magazines.

NEW YORK EXCHANGE FOR WOMAN'S WORK, New York City, to Literary Commodities, Inc., there. Class publications.

JOHN HOFFMANN & SONS COMPANY, Milwaukee, roaster and distributor of coffee and food products, to Klau-Van Pietersom-Dunlap Associates, Inc., there. Newspapers and radio.

M. T. SHAW, INC., Coldwater, Michigan, Trade Builder shoes for men, to Sun Advertising Company, Toledo. Magazines and direct mail.

ORNOQUE OIL BURNER CORPORATION, New York, to Cecil, Warwick & Cecil, Inc., there.

# Here's an Idea for your Sales Convention

—contributed by a leading  
manufacturer of automo-  
bile replacement parts

EVERY salesmanager knows the part that friendship plays in business. Sales conventions are get-together meetings for the express purpose of cultivating a more friendly attitude on the part of all those who attend.

The Perfection Gear Company, a leading manufacturer of automobile replacement parts, is one of many American manufacturers who are keenly aware of the desirability of making the goodwill built up at a sales convention last long after the men have gone home.

To this end, this firm adopted the practice of giving away an imprinted Autopoint Pencil as a souvenir at its conventions. S. R. Wolff, vice-president in charge of sales, is authority for the statement that Autopoints were extremely effective when used in this way.

## They make friends

Autopoints are famous for their ability to win friends and hold them. Hundreds of firms will testify that persons who have received Autopoints become attached to them and often long afterwards write in wanting a duplicate of the pencil received months, sometimes years, ago.



S. R. WOLFF  
Vice-President in  
Charge of Sales,  
Perfection Gear  
Company, Chicago

Why not try Autopoints in your business as goodwill builders? Whatever your line, we are sure there is one way in which they can be of benefit to you. Let us help you find that way.

## A tested sales plan

Without obligation, we will gladly submit a plan to show you how we think Autopoints can help you build goodwill, contact the important persons whom your salesmen cannot reach, aid in other ways at low cost in doing a valuable job for you.

Just send in the coupon and receive full details. It costs you nothing and may lead to an important improvement in your selling methods. Fill in your name and address in coupon below, clip and mail.



**NEW!**  
A "non-slip" tip  
of black Bakelite  
makes Autopoint  
now a better pen-  
cil than ever.

**Autopoint**  
The "Better Pencil" Made of Bakelite

### 3 Big Features

- 1 Cannot "jam"—protected by patent. But one simple moving part. Nothing to go wrong. No repairs.
- 2 Bakelite barrel, beautiful onyx-like, lightweight material.
- 3 Perfect balance—not "top-heavy."

Autopoint Co., 1801 Foster Ave., Chicago

S. M.—5-16-31  
AUTOPOINT COMPANY  
1801-31 Foster Ave., Chicago, Ill.

Without obligation, please send booklet, sales-building proposition, prices, etc., on imprinted Autopoint Pencils.

Signed \_\_\_\_\_

Business \_\_\_\_\_

Address \_\_\_\_\_



## Estey Discovers Luxury Buyers; National Reporting System Aids

NEW YORK—A "return of luxury buying" is seen by Harry F. Waters, general manager of the Estey Organ Company here, in the fact that the company's production in the first four months of this year was 20 per cent ahead and sales 6 per cent ahead of the same period of 1930.

Estey, however, has not been standing by, waiting for something to turn up. "Our sales record," as Mr. Waters explained to this magazine, "was due to the fact that about two and a half years ago we analyzed our market. It looked then as though our theatre business would be entirely wiped out on account of the introduction of sound equipment. We determined to concentrate on church, residential, educational and mortuary installations. There also seemed to be possibilities for an organ designed for microphone pick-up in broadcasting and motion picture studios.

"We thought that a small, self-contained pipe organ might adequately meet the demands of mortuaries, studios and schools at the same time. With this knowledge we designed two models of a self-contained instrument, and after trying it out to our satisfaction, started its promotion by placing the first ten at a slight discount.

"We also redesigned our larger instruments to make them more modern, and added new devices for visual instruction so that we could break into the educational field. School installations amounted to about one-third of our total business, and 75 per cent of this was for visual instruction.

"Our entire line was publicized constantly and 50 per cent of our advertising appropriation was spent in the educational field. What we lost in theatre and church business was more than made up by the sale to other institutions.

"The next step was to make our selling plan as modern as the instruments. The hardest thing in selling direct to the customer is to get accurate information at the proper time. We solved this by building up a 'reporter' organization. Knowing that the organist is the one most interested in organs in each locality, we arranged for about 500 of them to represent us. All we wanted from them was information as to which institutions would be interested in buying organs, and when would be the best time to send salesmen. These reporters are not asked to recommend our instruments. We pay them a small percentage when

the business is closed. They work directly under a sales promotion department and normally have no direct contact with any of the salesmen in the field. Our salesmen usually do not know who is reporting in their territories. This also gives us a check-back on their activities.

"The next step was to have assistant salesmen strategically placed in different territories who would report directly to our salesmen or district sales managers. We have split up the United States into sixteen sales districts and these managers work with the assistant salesmen, usually men who work for us only part time and merely offer their services to the purchasers in giving them advance information, specifications, etc., on a straight percentage basis. By this plan our salesman, or 'district sales manager,' enters the picture at a time when all the preliminary details have been settled. He has information that would otherwise take six months to a year to compile. He knows just how much money there is to be spent, the type of instrument desired, the layout of the organ chamber, and the electrical work to be done, etc. This plan gives us constant contact and almost complete coverage.

"Our advertising consists mostly of trade publications but our publicity is nation-wide as is our broadcasting through the Columbia system, with a secondary coverage by having our organs in some broadcasting station in almost every large centre or by having them picked up by remote control and broadcast by local stations. We believe that broadcasting has helped in the residence field particularly, and so far this year residence business has doubled over the same period last year. We consider the residence business a luxury market and this increase we attribute to a greater spending inclination on the part of wealthier people. Many of them realize that they can buy organs cheaper now than later on. These installations this year, in both dollars and units, have been 50 per cent greater than last year.

### Marsh Gets Radiator Valves

CHICAGO—James P. Marsh & Company, manufacturer of steam specialties and industrial instruments, have acquired the radiator valve division of the General Brass Company, Detroit, whose manufacturing equipment is being transferred to the Marsh plant at Chicago. Marsh is a division of Commercial Instrument Corporation.



C. E. Steffey

### Steffey Leaves N. C. R.; Reorganizes Duro

DAYTON—C. E. Steffey, until recently sales manager of the National Cash Register Company, has been elected president of the Duro Company here, maker of automatic water systems, water softeners and other products, which has been reorganized.

Hugh E. Wall is now secretary-treasurer, and C. E. Burnett, sales manager.

### Loveland Will Aid Debut of "Unbreakable" Mat

NEW YORK—Edwin B. Loveland has resigned as advertising manager of Stanco, Inc., subsidiary of the Standard Oil Company of New Jersey, to become vice-president of Electrographic Corporation here. Electrographic is introducing a new matrix, the Hydromat, which is said to offer clear impressions and can be used effectively in place of metal plates.

An intensive promotion program for the Hydromat will be started soon under the Fine Screen Mat Corporation, exclusive selling agent in the United States.

### Silver Flashlights

CHICAGO—In recognition of its "silver anniversary," French Battery Company, with sales headquarters here, is announcing ten special deals on Ray-O-Vac flashlights, which have been finished in "silver" for the occasion.

SEATTLE—Merton Moore, general sales manager of the Carnation Milk Products Company, has transferred his headquarters from Seattle to the Town of Carnation, which has been erected on the east side of Lake Washington, opposite here.

## Gossip

... DR. PAUL T. CHERINGTON, director of research, J. Walter Thompson Company, has opened offices as a research consultant in the Chanin Building, New York. He will continue to work with Thompson on a retainer basis.

... FRANCIS D. GONDA, vice-president of the Einson-Freeman Company, Inc., Long Island City, has been appointed to take charge of western sales, with headquarters in the Wrigley Building, Chicago. Mr. Gonda will head his own complete organization.

... MARTIN W. ALLEN and NORMA GLEESON have opened an advertising agency with offices in the Merritt Building, Los Angeles.

... Littlehale-Burnham-Rossiter, Inc., and Hicks, Clarke & Company, Inc., New York agencies, have announced an affiliation whereby the latter, as a unit of the former, will continue to develop its specialization in industrial advertising. H. L. HICKS is now an officer and director of Littlehale-Burnham-Rossiter. Offices are at 175 Fifth Avenue.

... CHARLES A. WEEKS has retired as president and director of Charles A. Weeks & Company, Inc., to become chairman of the board of Menken Advertising, Inc., New York.

... JOHN F. WINSLOW, assistant superintendent of printing and production for McGraw-Hill Publishing Company, has joined the advertising and publicity department of Worthington Pump & Machinery Corporation, Harrison, New Jersey.

... Louis H. Frohman Advertising Agency, New York, has changed its name to Louis H. Frohman Company.

... R. W. ZARKER, for eight years a sales and advertising executive with Studebaker Export Corporation and more recently with the merchandising division of the Procter & Gamble Company, Cincinnati, has joined the MacDonald Cook Company, South Bend agency.

... EDWARD T. CLARK is now with the creative staff of Brooke, Smith & French, Inc., Detroit agency.

... The J. L. Arnold Company, Inc., New York agency, is now located at 15 East Fortieth Street.

... JOSEPH R. HUNTER and K. S. SEIBERT have joined the Charles H. Touzalin Agency, Chicago. Mr. Hunter was for eight years with the William H. Rankin Company; Mr. Seibert an account executive with Heaton-Paschall, Inc.

... EDWARD L. BERNAYS, public relations counsel, has moved to 1 Wall Street, New York.

### Tissue Expands in West

SAUGERTIES, N. Y.—The Tissue Company here is establishing a western factory at Camas, Washington, for production of its line of paper napkins and other tissue specialties.

## DALLAS Moves a River...



Fairchild Aerial Surveys, Inc.

## ... to Provide Industrial Sites

**THE NECESSITY** for reducing distribution costs to an absolute minimum insures the future of Dallas as a great manufacturing center. And Dallas is now preparing for tremendous industrial growth by providing ideal conditions for production and distribution.

For example, \$21,000,000 is being spent to reclaim thousands of acres of overflow lands along the Trinity River, immediately adjacent to the downtown district, where industrial sites with every convenience and facility will soon be available. The river channel is being moved and confined between levees, streets are being paved, utilities installed and seven new trafficways are being built; turning basins are being dredged, anticipating canalization of the river to the Gulf of Mexico.

Dallas serves the Southwest more economically than any other city. Already nearly 2,500 concerns of national or sectional importance maintain branches here, many of them manufacturing plants.

Population and buying power in the Southwest have reached the stage where branch plants find ample business

volume close at hand to insure profitable operation. Geographic location gives a plant at Dallas a tremendous advantage in speed of service and in minimum transportation costs.

If you have only sales and distribution facilities here, consider turning them into manufacturing facilities, that the Southwest may yield you maximum volume and maximum net profits. If you are not represented in Dallas with facilities of any kind, consider now a sales and distributing branch to test out the market and build up sales volume against the day when you will require a branch plant in the Southwest to meet competition!

Write now, on your business letterhead, for a copy of "The Southwest Market," a book containing valuable basic market information that will show you present and future possibilities for business in the Southwest. It will be sent without obligation and your inquiry will be regarded as strictly confidential.

### Industrial Dallas, Inc.

536 Chamber of Commerce Bldg.  
Dallas

# Dallas

Southwestern Headquarters  
to American Business



## A. F. A. Meeting to Star Chester, Barton, Frank Kettering and Collins

NEW YORK—Charles F. Kettering, vice-president in charge of research of General Motors Corporation; Colby M. Chester, Jr., president of General Foods Corporation; Dr. Glenn Frank, president of the University of Wisconsin; Bruce Barton, chairman of Batten, Barton, Durstine & Osborn; Kenneth Collins, executive vice-president of R. H. Macy & Company; Miss Marion C. Taylor, president of Fashion Guild, and Joseph H. Appel, director of advertising, John Wanamaker, New York, have already accepted invitations to speak at the general sessions of the convention of the Advertising Federation of America here June 14-18, G. Lynn Sumner, program chairman, announced this week.

Governor Roosevelt of New York has informed Mr. Sumner that he will "try to be there" and President Hoover, although unable to participate, has written to express his wishes for a successful meeting.

Charles C. Younggreen, president of Dunham-Younggreen-Lesan Company, Chicago agency, and immediate past president of the federation, has been appointed chairman of the National On-to-New York Committee.

The convention registration fee this year has been reduced from \$10 to \$5.

NEW BRUNSWICK—Johnson & Johnson, surgical supplies, has acquired a "substantial interest" in the Harold W. Clapp Baby Food Corporation, Rochester. Harold W. Clapp will continue as president and general manager.



Paul W. Garrett



C. F. Kettering

## Number of Companies Operating Own Planes Doubles in Year

NEW YORK—An increase of 100 per cent in the last year in the number of commercial airplane users owning their own planes was reported this week by A. A. Durante & Company, investment house specializing in aviation securities.

Among the 465 commercial airplane users which Durante lists are: Anheuser Busch; Associated Oil; Austin F. Bement, Detroit agency; Bell Telephone Laboratories; Celotex Company; Chicago *Daily News* and *Tribune*; Curtiss Candy; Curtis Publishing; Continental Oil; Firestone Tire & Rubber; Fox Films; Goodyear Rubber; Goodrich Rubber; Grigsby-Grunow; P. Lorillard; MacFadden Publications, Inc.; Paramount Famous Lasky; Reid, Murdock; Royal Typewriter; various members of the Standard Oil group; Texas Oil; Tidewater Oil; United Cigar Stores and Walgreen Drug Stores.

## Garrett Heads Publicity for General Motors

NEW YORK—Paul Willard Garrett, for the last six years financial editor of the *New York Evening Post*, has been appointed director of public relations of General Motors Corporation with headquarters here.

Mr. Garrett succeeds to the duties of Carl Ackerman, who has resigned to join Columbia University. He will report to Edward R. Stettinius.

## Lambert, Gillette, Asks Record Stock Bonus; May Get \$3,000,000

BOSTON—The \$2,000,000 bonus received last year by George W. Hill, chairman and president of the American Tobacco Company, and the average bonus of \$1,000,000 paid by Bethlehem Steel Corporation to Eugene Grace, its president, for a number of years, may soon be surpassed by that of Gerard B. Lambert, former head of the Lambert Pharmacal Company, whose election as president of Gillette Safety Razor Company was announced in the May 9 issue of this magazine. Mr. Lambert, according to the directors' plan, would serve as president without compensation until the company's net income reaches \$5 a share. The proposal will be submitted at a special meeting of stockholders June 10, when some 60,000 shares of common stock would be authorized. In any year that the company earns \$5 a share Mr. Lambert would get 20,000 shares of the stock. If, however, earnings exceed \$6 a share in any year, he would get 40,000 shares, with a possible extra 10,000 shares at the discretion of the executive committee. If the company earned \$5 a share on its common stock, the stock then would be worth at least \$50 a share and the 20,000 shares at least \$1,000,000. If \$6 a share were earned, the stock would probably be worth about \$75 a share, and the 40,000 shares about \$3,000,000. The directors reserve the right also to give Mr. Lambert a salary, at any time they desire. Mr. Lambert is said to have withdrawn from the Lambert Pharmacal Company two years ago when the deferred stock which he owned was converted into regular stock. The success of that company was built almost entirely on advertising, and the stock which sells at about \$80 at present has a tangible book value of less than \$20 per share. Gillette common is now selling at about \$38 a share with earnings at about \$2.

## McK & R Start to Sell Independent Jobbers

NEW YORK—McKesson & Robbins, Inc., has altered its policy of distribution through its own wholesalers by effecting arrangements with the Philadelphia Wholesale Drug Company, a mutual organization, to handle its products in that territory. Through the arrangement 252 new retail accounts have been obtained.



## Media

If you migrated to the metropolis from a small town in, say, the early part of this century, your memory is probably full of feminine faces "unbesmirched" by cosmetics. In that event you may be grieved to learn that a recent survey made by *Household Magazine*, of the use of these agents of the devil among small town women, revealed that 99.3 per cent of them use face powder; 86 per cent use rouge; 97.2 per cent use face creams, and 62.5 per cent use lipstick. Getting down to brand popularity, Armand took the lead for grand total mentions. It ran first in face powder preference, with 15.1 per cent out of 116 brands; second in rouge preference, with 13.7 per cent out of eighty-eight brands; second in lipstick preference, with 9.6 per cent out of sixty-one brands, and third in face cream preference, with 7.2 per cent out of eleven brands. Thus survey just clinches what Armand were beginning to suspect about the end of 1928. During that year 28 per cent of their advertising in general and women's magazines went to small towns. In 1929 they saw to it that 49 per cent reached that market, and in 1930 they effected 50 per cent small town coverage.

\* \* \*

It is the proud boast of *True Story* that every month of every year since its beginning has shown a gain in advertising revenue over the corresponding month of the previous year. Reports on the July issue conform—they close with a gain of 21.2 per cent in advertising revenue, and a 12.2 per cent increase in lineage over July, 1930.

\* \* \*

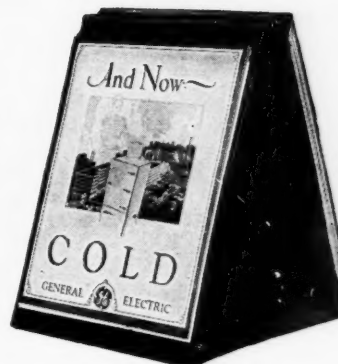
One of the merchandising aids the Roanoke *World-News* offers national advertisers is its "\$\$\$ for Retailers and Jobbers" column inserted bi-weekly, announcing national advertising space scheduled for two weeks ahead. Besides listing the names of the advertisers and the space they have contracted for, the *World-News* invites retailers to send for display material to tie up with the advertising; to arrange for simultaneous dealer advertising; or to request manufacturer's salesman to call on them. This newspaper reports that although response to these invitations from within Roanoke is of satisfactory proportions, by far the larger percentage of applications for cooperation come from dealers in smaller towns and in the country within the Roanoke trading area. In other words, the *World-News* penetrates twice a week those spaces which the manufacturer with the most efficient sales organization in the world could not possibly get around to more than once in every-so-often.

\* \* \*

At the annual spring meeting of Associated Business Papers, Inc., held this week at Briarcliff, New York, all officers were re-elected, namely, Warren C. Platt, president, James H. McGraw Jr., vice-president and E. H. Ahrens, treasurer. Joe Hildreth, J. H. Moore and E. H. Gleason were elected as new members of the executive committee. The member publications voted to work vigorously in a nationwide campaign to eliminate obsolete machinery and equipment as a practical means of expediting prosperity.

# Visual Selling Equipment

**BURKHARDT** Visual Selling equipment increases the value of your salesmen—helps them to tell your story in the **ONE WAY YOU HAVE FOUND BEST.** Visual Display Binders and Burk-Art Covers meet every sales and advertising need.



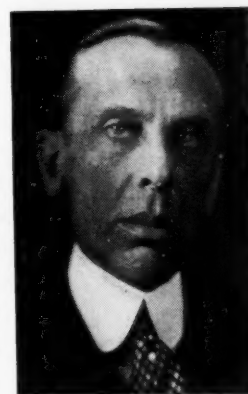
**FREE** Walter S. Rowe, of the Estate Stove Company, made an address before the Dayton Advertising Club that definitely answers the question of whether or not to use "canned selling." Mr. Rowe's address has been done into booklet form, illustrated—copy free upon request. Address—

**THE BURKHARDT COMPANY**  
545 W. LARNED DETROIT, MICH.

*Burkhardt Visual Display Binders for every sales purpose*

## We Acknowledge With Thanks

SALES MANAGEMENT went direct to a large group of business leaders in many fields to learn what these men considered—in view of present business conditions—to be the most important problems and policies for editorial discussion during 1931.



The current editorial program of this magazine is based on the expressed judgment of such men as Mr. Sloan and:

**A. P. SLOAN**  
President

General Motors Corp.

J. F. Matteson, President, Matteson Fogarty Jordan Co.

W. G. Stuber, President, Eastman Kodak Co.

V. O. Schwab, President, Schwab and Beatty, Inc.

C. A. Cannon, President, Cannon Mills, Inc.

# Editorials

**ADVERTISING WHAT'S WANTED:** Common sense obscured by some confusion of phraseology in its expression lies behind these remarks of Kenneth Collins: "There's plenty of money dammed up in the banks, but few people seem to know how to release these funds. This is a challenge to advertising. We need sharper wits in this business. We need to throw away a lot of preconceived ideas and study what the public wants. The trouble is that too often retailers are trying to sell the public what the retailer wants to sell. . . . Advertising can be made the most powerful weapon to effect business recovery. If we take away its abuse, if we understand it better, and if we are competent in putting it to work, we shall set in motion the potential buying power of millions who have the money to spend and are willing to spend it." . . . The challenge, it seems to us, is not to advertising but to those who use advertising, a distinction which is not without a difference. The pith of Mr. Collins' observations is to be found in the phrase, "Too often retailers are trying to sell the public what the retailers want to sell." If people are persuaded by advertising to buy what they do not really want and are likely to be dissatisfied with, the more effective the advertising the more harm it does. But this is not the fault of the advertising. It is the fault of those who ask advertising to rectify their own merchandising or production blunders. . . . The theory back of the chain stores, which is practiced by the most successful among them, illustrates what Mr. Collins is driving at. These stores are stocked in their own line with whatever the public shows a liking for in sufficient quantity to make the handling of it necessary or profitable. They offer what the public wants to buy, not what they themselves would prefer to sell. This makes their advertising job simple. All they have to do is to publish the news of the prices at which the public can get what it wishes. That is why, even in hard times, they are selling more goods than ever though the price level still keeps their dollar volume below last year's.

**PART PAYMENT'S SURVIVAL:** The debate over instalment buying goes on notwithstanding the evidence that part-time payment for goods has stood well the acid test of severe depression. Professor W. B. Donham, dean of the Harvard Business School, is convinced that this extension of the credit system has run its course. He seems to overlook the plain facts. About 5 per cent of all purchases continue to be made on the instalment plan of payments, in bad times as well as in good, and there has been comparatively little repudiation of debts so incurred in spite of the prevailing trying conditions. Experience during the last year or two has taught

consumers as well as producers and distributors, however, that discrimination must be exercised in adopting this method of buying and selling. Where durability of the article dealt in is characteristic and repossession is a factor of importance on both sides of the transaction, there seems to be no reason to doubt the validity of this means of promoting sales by facilitating the use of ultimate buying power. . . . On theoretical grounds the critical economists can make out a pretty strong case, if we accept their premise that human beings are frail and easily beguiled to assume obligations beyond their power to fulfill under all conditions. In this instance, however, it is some of the economists who seem to have taken too much for granted. The outcome of the test favors the prognosis of Professor Seligman rather than the diagnosis of Professor Donham.

**MAKING BOTH ENDS MEET:** Of peculiar interest at this time is the action of the railroad companies in ordering studies of their rate structures with a view to finding means of increasing revenues so as to avert wage cuts and lapse of improvement and adequate maintenance work. The decision will rest of course with the Interstate Commerce Commission, and until the matter comes before that body the extent of the opposition, if any, among shippers will not be fully disclosed. It is significant, however, that first announcement of this move for higher rates has evoked little evidence of antagonism. . . . Apparently business men have realized that in the present situation expenses must come down if income does not go up. This is as true of manufacturing operations as it is of transportation. Secretary Mellon tells us, what we should all like to believe, that the American standard of living must be maintained. But if we were ever confronted by a condition rather than by a theory, that is our present plight. We should all like to expand our sales, increase our profits and preserve our payrolls and facilities for doing business. How these things are to be done, however, when prices are falling and purchasing power is declining is a problem the solution of which is not brought into view by the utterance of pious hopes. . . . The railroads, subject to state regulation, are going at the solution in their case by direct application for permission to put their industry on a paying basis. The rest of us must reduce expenses of production with the hope of inducing larger purchases of our wares or wait patiently as long as our resources permit us to do so for improvement in general conditions. Certainly none of us wants, for ourselves or any one else, to lower standards of living, a term which, be it said, in the age of Dr. Einstein can hardly be regarded as connoting a fixed and inflexible rule.

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## DOWN to the sea

WHERE the wind blows free. Breathe deep the clean fresh air. Relax in the friendly hospitality and comfort of Chalfonte-Haddon Hall. The children can amuse themselves in Sandy Cove . . . their very own playroom. You can snooze in the sun, or indulge in your favorite amusements, content in the knowledge of their contentment, for Chalfonte-Haddon Hall is as delightful to children as it is to grown-ups. Send the whole family down to the sea for a healthy and zestful vacation. Write for further information.

*American and European Plans*

**CHALFONTE-  
HADDON HALL**

**ATLANTIC CITY**  
*Leeds and Lippincott Company*

## Tip-Top Salesmen I Have Met

(Continued from page 271)

"Thanks," I replied, "I imagine that if you will give me that tonight you'll give it to me tomorrow night. I may see you again," and drove off.

Now, as long as he was willing to give me that outrageous allowance, he should certainly have used it to close the sale right then and there. Suppose he had handled it this way.

"Mr. Comyns, you know you're a regular burglar and I don't know whether I can get you that allowance. Tell you what we'll do, though. Come on in to my desk"—taking me gently by the arm and leading me toward the door—"We'll write up the contract and then, with your check attached to it, I'll stick it under the boss's nose. This is next to the last day of the month and there's a contest on—I'd never try to get this over except for that. And the boss may fall for it."

### Tendency to Delay

How could I have refused? It was my own proposition. At the time, I felt that he hadn't injured himself any and that he would get the sale the next evening. He had just failed to overcome that tendency to procrastinate and delay which, though they have definitely made up their minds, is inherent in most humans. Delays, however, are always dangerous. If that were not so, closing would not be the important thing it is in salesmanship.

Bright and early the next morning I had a call from a man in the automobile business, an old student of mine at a great university, whom I had quite forgotten. He had just called up on the chance that I might be ready for a car. I promised I would see him that evening. When I arrived at his showroom, I told him of the \$225 offer and told him too that my mind was pretty definitely made up to close that deal.

He opened the door of his largest and most luxurious model and told me to sit in it. "I don't want that much car," I replied. His answer was that he hadn't asked me to buy the car. He had only asked me to sit in it. Once he had me in, however, he did launch into an impassioned talk to the general effect that I owed myself, my family, and I am not sure he did not include the neighbors, at least that much car. He topped off the plea with an offer of \$250 on the old car.

He quickly saw that it was no go, however, and we got down to a discussion of his small model. I jimmied him into letting the \$250 allowance

stand on that also. I hope no one will miss the fact that I was doing no mean selling job, myself. Frankly, I didn't like much about the car but the price, but by ten-thirty that night he had me worn to such a frazzle that I felt my resistance slipping and wanted to get away. "Tell you what I'll do, Kleckner," I said. "I'll drive over here tomorrow night with Mrs. Comyns and if she likes that car, I may buy it."

He picked up his telephone book. I knew what he was doing but didn't know how to stop him. I heard him give my telephone number. Certainly, if he had asked for my number or proposed calling my wife, I should have replied that she had probably retired and was not to be disturbed.

"Mrs. Comyns," I heard him say, "This is Mr. Kleckner, the Studebaker man. Mr. Comyns is here with me. He wants you to be satisfied with the car he buys. Would it be thoroughly convenient if I were to drive over for you tomorrow afternoon and drive you down to Mr. Comyn's office?"

She saw no objection and agreed. I suppose she assumed that was my idea. That was the first I had heard of it, however. And that little journey ending, you will notice, right at the family check book, was all fixed up without any cooperation from me.

### Sold Wife on Way Down

At a little after three the following day, Kleckner dashed into my office. "Come on," said he, "I have that car outside." I went out, joined Mrs. Comyns and took a ride of probably not more than fifteen minutes through the traffic of city streets. It could not mean much. During the course of the ride I asked my wife what she thought of the car. Her reply, it seemed to me, was the entire selling talk for the car, enthusiastically delivered. Kleckner had evidently taught it to her verbatim on the ride down.

As we drew up at the curb, there, right across the street, stood one of the big models, beautiful, shiny and new. I don't give Kleckner credit for having planted it. It would have been just too clever to happen outside of fiction. He was quick to take advantage of it, however.

"There's the car I wanted Mr. Comyns to buy, Mrs. Comyns. Go over and look at it." And, being gently shoved off the curb, she dutifully departed.

I stood back against the wall of the

building, eyeing disconsolately the car I had been riding in. I just didn't like it. I had told him that if Mrs. Comyns liked it, I might buy it. He had read the "might" right out of that. Her liking, as she had expressed it in response to my inquiry, left nothing to be desired from his standpoint. I was wondering how I could sneak out of signing up for that car.

(Mr. Comyns continues his story in next week's SALES MANAGEMENT.)

## Parasitic Products that Swallow Up Profits

(Continued from page 267)

By and large the business executives of the company seem more "manufacturing minded" than "sales minded." Strange as it may seem in this day when the cost of merchandising is the greatest problem of business, many men who direct the affairs of commerce seem to have in their range of vision a curious blind spot which hides from them the costs and problems of merchandising a new product.

3. *Products created and merchandised on the theory that, since they can be sold by the same force, the cost of selling will be almost negligible.* Since there are certain sound possibilities in this theory it is all the more dangerous. Sometimes extending the scope of activity of a sales organization does make for lower selling costs. Very often this is not the result. A common occurrence is that of having the newcomer detract seriously from the time and effort spent in the upbuilding of the profitable lines. It often happens that what thus amounts to a *diversion of cost from one product to another is overlooked.* The rude awakening generally comes with a slump in the profitable lines.

4. *Once profitable products that have outlived their possibilities.* In these days of great and sudden changes we find many outmoded products. Often these products are sustained after all but the faintest of hopes have fled. One typical company has been exceptionally successful in bringing out new products as old ones faded. But it has counteracted its ingenuity by letting the old products stay in the line to carry on a parasitic existence.

5. *Products entirely unrelated to the company's natural markets.* Such products as this result from someone having an "idea too good to pass up." Look around typical companies and you will find many unaccountable products. Ask about them. Some one had an "idea." Maybe it was the president himself, turned inventor in

strange pastures. Maybe it was a chemist who stumbled onto an unlooked for result. Whatever the source, the result is a parasite in the vast majority of cases. Small to medium sized companies in businesses of a more or less technical nature seem to be especially susceptible to parasitic products of this kind. A business managed by, or build around, an "inventor" almost always falls a victim sooner or later.

Many parasitic products would never be born if an accurate marketing survey preceded them. The need for careful and intensive work of this kind is so obviously necessary that it need not be dwelt upon here. What is not so obvious, but of equal importance, is the need for a means by which the profitability of an individual product can be judged and parasitism discovered. This is sometimes difficult to obtain. In a company making only one product the task is simple. Everything charges to that one product. With two products we begin to encounter the problem of properly distributing costs. When we have ten products or twenty, or fifty, or a hundred—all sharing general overhead expense—the problem will tax the best of brains. The answer lies in *sales costing.*

Sales costing, accurately carried out on a sound basic plan, will reveal facts that will startle many executives of multi-product businesses. Direct charges of expense incurred are always obvious and accountable. Not so is time—and salaries are the largest single item in the sales expense of the average company. Finding out how the time of salesmen and sales executives is being distributed over the various products, which is an essential part of sales costing, almost invariably shows up one or more parasites in a broad line of products. The opposite procedure, spreading a uniform average selling cost over a number of different products, provides a screen behind which parasitic products can hide for years.

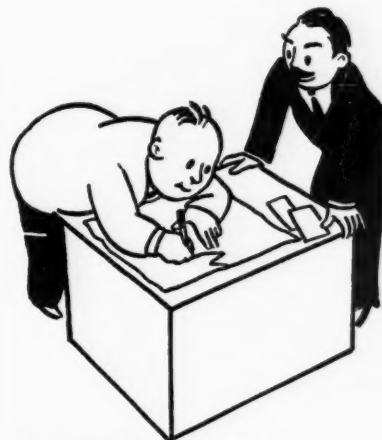
If we are to avoid the profit-sapping effects of parasitic products we must make every product stand on its own feet.

## Survey of Surveys

(Continued from page 258)

Finally we find statistics and an excellent map showing both the bay areas and the Frisco, Stockton and other areas in their true relationships.

There is much information of real value about the northern part of California in this book. Congratulations to Leo Ihle, promotion manager, and to the San Francisco *Call-Bulletin*, San Francisco, California.



## When a hotel manager made a road map

THIS guest was leaving early in the morning for the South. And he didn't know the road. During the evening, the manager himself made a road map for the guest. Did the guest appreciate it? He wrote back and said he never made a wrong turn.

Perhaps we're wrong in talking about such little things, when we have such big things to offer. Bigger rooms at lower prices... Roomy closets... Popular priced cafeteria or coffee shop... Central location... Even specially selected meats for all dining rooms. But somehow, it's the little extra things that bring our guests back. You'll be back, too, once you know us.

### Extra service at these 25 UNITED HOTELS

NEW YORK CITY's only United... The Roosevelt  
PHILADELPHIA, PA. .... The Benjamin Franklin  
SEATTLE, WASH. .... The Olympic  
WORCESTER, MASS. .... The Bancroft  
NEWARK, N. J. .... The Robert Treat  
PATERTON, N. J. .... The Alexander Hamilton  
TRENTON, N. J. .... The Stacy-Trent  
HARRISBURG, PA. .... The Penn-Harris  
ALBANY, N. Y. .... The Ten Eyck  
SYRACUSE, N. Y. .... The Onondaga  
ROCHESTER, N. Y. .... The Seneca  
NIAGARA FALLS, N. Y. .... The Niagara  
ERIE, PA. .... The Lawrence  
AKRON, OHIO .... The Portage  
FLINT, MICH. .... The Durant  
KANSAS CITY, MO. .... The President  
TUCSON, ARIZ. .... El Conquistador  
SAN FRANCISCO, CAL. .... The St. Francis  
SHREVEPORT, LA. .... The Washington-Youree  
NEW ORLEANS, LA. .... The Roosevelt  
NEW ORLEANS, LA. .... The Bienville  
TORONTO, ONT. .... The King Edward  
NIAGARA FALLS, ONT. .... The Clifton  
WINDSOR, ONT. .... The Prince Edward  
KINGSTON, JAMAICA, B.W.I. .... The Constant Spring







**A Message to  
Executives of  
Frank Presbrey**

The Hotel Ambassador at Park Avenue and 51st Street is less than five minutes walk from your busy offices. You will find this hotel an excellent place to live, dine with friends or prospects, create copy and prepare plans—or re-create in the Restaurant when the day's work is over.

**Hotel**

**Ambassador**

PARK AVENUE at 51st STREET  
NEW YORK

**SALES  
MANAGEMENT**

**19  
Weeks More!**

The 1931 Edition Will Be  
Published September 26th

MARKETS AND MEDIA  
REFERENCE NUMBER

"The comprehensiveness of the valuable information therein contained is proving of considerable value to us in the direction of our sales efforts."

**HARRY HUNT,**  
Asst. Sales Manager,  
Larus & Brother Co.

## The Path to Prosperity

(Continued from page 280)

Mergers which used to be barred are now receiving judicial approval *because of the exigencies of competition*. And still the oil industry goes on earning less and less on its capital in spite of the increased use of its products. And now this great industry is turning to the United States Government for succor and help. It wants to have production regulated and importation limited. Senator Borah accepts these overtures with a public statement that the oil industry should be made a public utility, and there is much political rhyme to his reasoning even though it is not equally sound from a business standpoint.

Is that what we want to happen? Do we want big business in a battle to control government, and conversely politicians, who are elected by mass, not class vote, fighting to control big business through the medium of government?

### Business Must Help Itself

Do we want the tire manufacturers, the oil producers and refiners, and many other types of manufacturers joining hands with politicians in an effort to get government to solve what are strictly business matters? It does not seem sensible and I predict that if management can't solve its business problems on an intra-company and intra-industry basis, it will never get them properly solved through the medium of direct governmental action. In the last analysis, the solution of all problems relating to profits lies in the hands of human beings. There is no device or method of side-tracking the human equation. And we might better keep the human equations of running business as far from the corruption, partisanship and inefficiency of politics as possible. The example of the railroads should give us fair warning of what happens when governmental regulation strips management of its requisite prerogatives.

It seems wise for all of us to stress the idea that management, particularly sales management, can do more to keep business on the path to prosperity if it will make more of a habit of turning down unprofitable business and less of a habit of getting orders only for the getting's sake. Bankers and boards of directors must be educated to understand that profitless sales are the curse of American industry—that they not only defeat the purpose of capital but create unemployment and social disorders of far-reaching consequence.

Sales executives must do much of this educational work themselves—on the up side to fellow officers and directors—on the down side to the district managers, salesmen, jobbers, dealers or what have you.

It is nothing short of "dumb and disgraceful" to accept profitless sales. The mottoes of big business and little business must become "not how much but how well" and "not how big can we become but how sound." There must be less destructive competition within each industry, more cooperation and more of the spirit of live and let live.

The contrary course is not only prolonging the depression, but it is doing far worse. It is liquidating American business and the American standard of living.

*In succeeding installments an effort will be made to present and discuss practical measures for avoidance of price warfare and other forms of destructive competition. Meanwhile our readers are cordially and earnestly invited to contribute data and suggestions on this subject. Contributions can be signed or anonymous. Here is a real chance to help YOUR business by helping business at large better to understand and utilize the methods which can most quickly rid America of its greatest curse—destructive competition and profitless sales.*

### 150 Firms to Show Wares at Second American Fair

ATLANTIC CITY—More than 150 organizations have engaged space at the second annual American Fair to be held at the Atlantic City Auditorium next July 16-August 26. Among them are Dixon-Prosser, National Cash Register, Underwood Typewriter, Singer Sewing Machine, Black & Decker, International Business Machines, Certain-Teed Products, John A. Roebling's Sons, Westinghouse Lamp and the Roller Bearing Company of America.

Average daily attendance during the forty-two days of the fair last year was 26,874, with a total attendance of 1,128,759.

### Rejoins Owens-Illinois

TOLEDO—T. K. Almroth has returned to the Owens-Illinois Glass Company as advertising manager, after an absence of three years, in which he was associated with the Miller Agency Company and Brown & Bigelow here. His successor as Toledo district manager of Brown & Bigelow is D. Scott Hager.



## Plus Signs

(Facts-of-the-week selected by the editors as suggestions for use in letters, bulletins and house organs to salesmen.)

+++ THE FEDERAL RESERVE reported this week that department store sales in April showed an increase of 9 per cent over March and 8 per cent over February. This is the first period since the depression began when department store sales were within shooting distance of the same months in the preceding year.

+++ CONTRACTS FOR HEAVY CONSTRUCTION awarded in April totaled \$316,905,000, according to *Engineering News Record*. This figure exceeds March by nearly 50 per cent and is greater than the \$305,389,000 in April, 1930.

+++ AGRICULTURAL EXPORTS are climbing, according to Department of Commerce figures. March shipments were within 87 per cent of the pre-war level, as compared with 71 per cent in February and 82 per cent in March, 1930.

+++ AIR PASSENGER TRAFFIC between New York and Chicago increased 100 per cent in April over March—an indication of renewed business activity.

+++ GENERAL FOODS reports April sales greater than the same month last year; this despite lower prices.

+++ BUDD WHEEL COMPANY shipped 357,701 wheels in April. This total exceeds their previous all-time high month, April, 1929, by 60,000 wheels.

+++ GENERAL MOTORS SALES TO DEALERS in April were 154,252 cars, as compared with 150,611 in April last year. This is the first increase in many months for any of the big producers.

+++ PEOPLE ARE BUYING REFRIGERATORS. General Electric, Servel, Kelvinator and Copeland all report record Aprils, and the household division of Frigidaire announced the month's sales as being 77 per cent over March and 23 per cent above April of last year. Exceptional sales increases are reported in Chicago, Davenport and Sioux City, while New England, New York, Pennsylvania and Florida are showing good increases.

+++ NET SALES FOR AFFILIATED PRODUCTS (Neet, Louis Philippe, Hannibal, Kissproof, etc.) for the first quarter were 75 per cent ahead of last year.

+++ R. J. REYNOLDS TOBACCO COMPANY commenced night operations on May 11, in addition to the regular nine-hour shift.

+++ BUILDING PLANS filed in Greater New York during April were up 47 per cent over April of last year. It was the best month for Manhattan since last July, and the second highest since October, 1929.

+++ BANK DEBITS last week were up 11 per cent.

West Texas  
livestock is in  
splendid condition.  
West Texas farms have  
a good season in the  
ground. West Texas people  
are going to be spending  
money in 1931.

The 139,073 daily net paid  
circulation of The Star-Tele-  
gram is the best way for you  
to reach these buyers.

### FORT WORTH STAR-TELEGRAM

MORNING EVENING SUNDAY  
AMON G. CARTER A. L. SHUMAN  
President and Publisher Vice-President and Adm. Director

LARGEST CIRCULATION  
IN TEXAS  
*Lowest Flat Milline  
Rate in Texas*

**I Town . . .**  
(AKRON, OHIO)

**I Newspaper . .**  
AKRON  
BEACON JOURNAL

Where the advertiser  
gets a RUN  
for his money . . . . .

**Akron**  
**Beacon Journal**  
Published Evenings  
Daily Except Sunday

Represented by  
**STORY**  
**BROOKS &**  
**FINLEY**  
New York Philadelphia Chicago  
San Francisco

## TRUE-TONE PHOTOGRAPHS

Show Your Products  
In Actual Colors

This new method of photo-  
graphic tinting is remarkably  
accurate and comparable with  
black and white photographs  
in cost.

Let us give you a practical  
demonstration. Send us two  
prints of your product with  
color reference or the name  
of a Cleveland dealer where  
we may see it. Specify quan-  
tity so we can quote on your  
requirements.

There is no charge or obliga-  
tion involved in this offer.

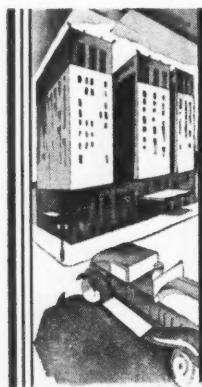
**THE AD-ART**  
**PHOTO COMPANY**  
1887 E. 82nd St., Cleveland, O.

## Japanese Prince Gets Private Airplane Ad

NEW YORK—To the imperial archives of Japan, presided over by H. I. H. Prince Takamatsu, brother of Emperor Hirohito, will soon be added an advertising brochure from Curtiss-Wright Export Corporation, New York. Imperially bound, the brochure weighs ten pounds, measures eighteen by twenty-one inches, cost more than \$600, but contains only twenty-nine words—minus seven single line captions on the illustrations. The words are: "This volume is an edition limited to one prepared for His Imperial Highness at New York in 1931," and at the bottom: "With the Compliments of Curtiss-Wright Export Corporation."

The book was prepared by Pedlar & Ryan, advertising agency, set by Kurt Volk in Caslon Oldstyle, and its seven water colorprints by Frank Lemon depict as many stages in aviation's advance from the Wright Brothers' flight at Kittyhawk, North Carolina, in 1903, to "Kingsford-Smith and His Companions over Suva, 1928."

Although only one copy of the original was made, more than 6,000 of it in miniature will be distributed by the corporation throughout the Orient. In addition to being the prospective heir to the throne (all of Hirohito's children being girls), Takamatsu functions today as a sort of imperial treasurer.



Travelers marvel at the good service and good food at Hotel Syracuse. Powers Hotel, Rochester, N. Y., under same management.

### HOTEL SYRACUSE

Syracuse, N. Y.



### BUSINESS BUILDERS

Practical "good-will" items of genuine leather

Valuable Paper Wallets — Tumble Calendars — Memo Pads — Billfolds — Golf Score Books — Key Cases — etc. — all "Business Builders!"

Send for folder and prices Also, complete line Art and Business Calendars, Pencils, Signs and Novelties. THE MEEKER CO., Inc., Joplin, Mo.

**MEEKER**  
MADE  
in leather  
specialties

## Personal Service and Supplies

Classified Rates: 50c a line of seven words; minimum \$3.00. No display Cash Basis Only. Remittance Must Accompany Order

### POSITION WANTED

THE EDITORS OF SALES MANAGEMENT are in touch with a young college man who will be graduated this June, who wants to join the organization of a progressive manufacturer and learn the business from the ground up. This man is a commerce student who has partially worked his way through school, who has an unusually fine personality, plus ambition and energy. The Editors of this magazine believe this man will be a real asset to any concern that finds a place for him. Address P. S., care Managing Editor, SALES MANAGEMENT, 420 Lexington Ave., New York, N. Y.

COMPETENT WOMAN SPACE BUYER, with long experience on well-known Agency staff, offers her services for sale to the Advertising Department of a Manufacturer or Space Buyer in an Agency. Can take complete charge of advertising details, serving as assistant to Advertising Manager or Sales Promotion Manager. Box 298, SALES MANAGEMENT, 420 Lexington Ave., New York, N. Y.

SALES EXECUTIVE AVAILABLE. THOROUGHLY experienced in modern sales and merchandising methods. Well equipped to formulate sound sales policies, analyze territories, train salesmen, plan promotional work, create practical advertising and visual sales aids for agents and dealers. Experience includes building materials, office appliances and automobile insurance. Ten years as salesman and branch manager. Seven years as general sales manager of an office appliance company, supervised over 100 domestic branches, also fifty-six foreign agencies. Six years as general manager of distributing company selling office specialties such as visible filing equipment, book-keeping machines, safes, calculation machines, etc. However, various mergers eliminated our profitable lines, necessitating change. Age 44, graduate Civil Engineer. References unquestionable, record clean and successful. Prefer a reasonable salary and percentage of sales. Address Paul B. Waldin, 13584 Turner Avenue, Detroit, Mich.

### EXECUTIVES WANTED

IF YOU ARE OPEN TO OVERTURES FOR new connection and qualified for a salary between \$2,500 and \$25,000, your response to this announcement is invited. The undersigned provides a thoroughly organized service of recognized standing and reputation through which preliminaries are negotiated confidentially for positions of the calibre indicated. The procedure is individualized to each client's personal requirements, your identity covered and present position protected. Established twenty-one years. Send only name and address for details. R. W. Bixby, Inc., 118 Downtown Building, Buffalo, N. Y.

### LINES WANTED

IF YOU ARE NOT SATISFIED WITH THE business you are getting out of New York and the East, read the rest of this advertisement. For twenty years I have been manufacturer's representative in this territory as executive and sales manager. My personal sales have amounted to millions. Do you need a man to sell your product in this territory who is capable of managing your Eastern office, one who can himself sell the product, train your salesmen, and capably conduct the details of your business. Bank and trade references. C. C. Parsons, Hastings-on-Hudson, New York.

### SALES PROMOTION

\$50 to \$50,000 DAILY SALES SECURED FROM our clients. This distributor took on a new specialty, retailing at \$60. His first purchase \$12. We submitted a sales program capable of national expansion. Within four years his sales were nationwide, running to \$100,000 monthly. 35 years salesmanship-in-print experience back of our campaigns. Submit sales problems for free diagnosis. 10 years Sales Promotion Manager, Larkin Co. James C. Johnson, 119 Woodbridge Ave., Buffalo, N. Y.

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TORONTO  
HAMILTON  
HALIFAX  
MONTREAL  
LONDON, Eng.

"GIBBONS KNOWS CANADA"

J. J. GIBBONS Limited, Canadian Advertising Agents

WINNIPEG  
REGINA  
CALGARY  
EDMONTON  
VICTORIA  
VANCOUVER